Alliance for Peacebuilding

# PEACEBUILDING 2.0

# MAPPING THE BOUNDARIES OF AN EXPANDING FIELD

FALL 2012

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# Foreword by Dr. David A. Hamburg

The vision of Peacebuilding 2.0 emerging from this report—an integrated, multidisciplinary field of scholars, practitioners, and policymakers reaching across boundaries to forge peace in the most fragile and vulnerable areas of the world—resonates with all my work on preventing deadly violence over the past 40 years. When Cyrus Vance and I reviewed the prodigious research developing from the Carnegie Commission on Preventing Deadly Conflict, we recognized that preventing deadly violence in complex, chaotic areas of conflict needs to be a deeply cooperative and interdisciplinary enterprise. Structural prevention—building societies resilient enough to manage conflict through political means rather than deadly violence—depends on the interaction between an enormous number of actors. Development agencies sensitive to conflict dynamics must work with democracy activists who can help build democratic institutions that mediate between the needs of all citizens. Physicians who can heal the wounds of war, agricultural experts who can assure a steady food supply, religious leaders who can inspire a holistic vision for a shared future, and artists who can capture through metaphor what is too painful to discuss in plain language—all play a crucial role in creating sustainable peace and preventing downward spirals into violence.

This report focuses on the US peacebuilding community and demonstrates, through survey data and analysis of recent developments in the field, that the trends we predicted in the Carnegie Commission final report are now being borne out in a powerful way. It is clear from this research that a far larger community of practice is now engaged in a common peacebuilding enterprise, with theorists and practitioners working across disciplines to find common purpose in new approaches to preventing deadly conflict. The challenge for the US community will be to join with the rest of the world in creating overarching frameworks that combine the best of early warning, advocacy, structural prevention, and post-conflict reconciliation.

In my work as a psychiatrist, an educational reformer, a foundation president, and an analyst in the prevention of genocide, I know that to heal the world requires a brave leap of faith outside comfortable boundaries. Peacebuilding 2.0 will emerge in its most evolved form when everyone from inspirational political leaders to schoolchildren envisions their work as deeply interconnected and when the hopes of all citizens find their way into the institutions that undergird resilient and sustainable societies. This report points the way to that integrated vision of peacebuilding and reinforces the efforts so many have made over the years to build a holistic and responsive field and a more peaceful world.

**Dr. David A. Hamburg**

Visiting Scholar at the American Association for the Advancement of Science

President Emeritus of the Carnegie Corporation of New York

# Executive Summary

Changes in the political environment have a direct effect on peacebuilding policies. During the tense budget battles in the 2011 US Congress over the foreign assistance budget and related programs, the very existence of the United States Institute of Peace (USIP) was thrown into doubt.

Rumors circulated that lawmakers might recommend the revocation of the USIP charter. This political turmoil highlighted the need to better define the US-based peacebuilding community with the goal of informing government officials, funders, and the wider public of the value and impact of peacebuilding work.[1] To fill this void, the Alliance for Peacebuilding, in collaboration with the Joan B. Kroc Institute for Peace & Justice at the University of San Diego and with funding from USIP, undertook the Peacebuilding Mapping Project (PMP). Through two surveys of US-based peacebuilding and related organizations, valuable data on the current state of the US peacebuilding field were gathered and analyzed to chart a path for the future. This report presents the survey findings and their wide-ranging implications for the future shape of peacebuilding.

The US peacebuilding field has deep roots in peace studies, nuclear disarmament, alternative dispute resolution, mediation, and conflict resolution. Johan Galtung, often considered one of the key theorists in the peacebuilding field, laid the foundations for conflict resolution and peacebuilding in the mid-20th century with his work on positive peace and the direct, structural, and cultural levels of violence.[2] The field did not start to take its current shape until the end of the Cold War. Throughout the 1990s, in response to the fall of the Berlin Wall and the conflagrations in Rwanda and Bosnia, the field matured into a rich array of organizations operating in the spheres of both process (such as mediation and negotiation) and structure (building resilient institutions). During this time the field evolved into what we recognize as Peacebuilding 1.0**.**

However, the terrorist attack on September 11, 2001 and the wars in Afghanistan and Iraq radically changed the international landscape and the American public's perception of peacebuilding. Over the past decade, the peacebuilding sector has continued to grow, expanding

1 For two global peacebuilding inventories, see United Nations (2006) and the Geneva Peacebuilding Platform (2008). For a very useful online resource on peacebuilding, see the Peacebuilding Initiative of HPCR International, 2008, www.peacebuildinginitiative.org (accessed on August 16, 2012).

2 Note that the relationship between "peacebuilding" and "conflict resolution" tends to vary according to different theorists and practitioners and at different points in time. Conflict resolution is usually considered a more process-oriented enterprise, while peacebuilding encompasses both process-oriented and structural approaches.

into key related sectors such as development, democracy, food security, health, and genocide prevention. As of 2012, peacebuilding has been woven inextricably into the missions of the United Nations, the United States Armed Forces, the US Government, the private sector, large development organizations, and a broad range of social change organizations.

While the field has grown exponentially in both impact and influence, it lacks the cohesion to operate most effectively in fragile, chaotic zones of conflict around the world. In order to reach its full potential, the field must move from Peacebuilding 1.0—the existing dynamic yet disconnected series of peacebuilding activities across a broad range of sectors—to Peacebuilding 2.0—a more unified field that harnesses the collective energy of all peacebuilding interventions and creates joint impact that leads to more stable, resilient societies. The challenge of Peacebuilding 2.0 is to coordinate, communicate, and learn across the current disparate sectors as well as understand how a more expansive field can operate beyond the sum of its individual parts.

## Key Survey Findings

The Peacebuilding Mapping Project conducted two separate surveys of a total of 119 nongovernmental organizations (NGOs): one of 44 US-based peacebuilding organizations (all members of the Alliance for Peacebuilding) and the other of 75 NGOs in closely related fields. The latter included those that self-identify as peacebuilders and those that do not but whose work intersects with peacebuilding and whose personnel operate congruently with peacebuilders in zones of conflict. The survey data have helped us identify key principles and modalities of peacebuilding across a wide range of NGOs and outline the parameters of a much more expansive community of peacebuilding practice.[3]

3 See appendices 4 and 5 for complete survey instruments online at www.allianceforpeacebuilding.org/pmp.

Data emerging from the surveys suggest the following:

### AfP Members[4]

- Focus primarily on core peacebuilding and conflict resolution processes, with over 90 percent working on social cohesion and trust building. Interestingly, while their work focuses on these core peacebuilding activities, AfP members also work within a diverse array of other sectors, including development, human rights, women, and youth.

- Work across 153 countries and at all points on the conflict spectrum.[5] Given the fiscal constraints and substantial demands on these organizations, many have found it difficult to successfully implement their full scope of work.

- Function with extremely limited financial and human resources, with more than 60 percent operating on peacebuilding budgets of less than $500,000 per year.

### Organizations from Related Sectors[6]

Fifty-six organizations indicated that they consider themselves peacebuilders, while 15 organizations stated that they are not peacebuilding organizations.[7]

- These organizations perform peacebuilding work within a wide spectrum of other sectors,[8] with over

4 See appendix 1, list A for survey 1 participants (AfP members).

5 Pre-conflict, during conflict, and post-conflict.

6 See appendix 1, lists B and C for survey 2 participants (related organizations).

7 Four organizations only provided demographic information, thus the total number of organizations surveyed was 75.

8 The sectors included in this survey do not cover all the potential fields; however, they provide a comprehensive overview of those working in and around conflict contexts and include academic, conflict prevention, conflict resolution and transformation, democracy and governance, development, environment, food security, genocide prevention, health, human rights, human security, humanitarian aid, nuclear proliferation, refugees and internally displaced persons, religion, rule of law, science and technology, security, women, and youth.

half of the self-identified peacebuilders working in areas such as women, development, human rights, democracy and governance, youth, and environment.

- More than half of these organizations indicated that they use key peacebuilding processes in their work, specifically capacity building, alliance building, and training.[9]

- Notably, of the 15 organizations that do not identify as peacebuilders, 11 reported having peacebuilding projects.

## Implications

The survey data suggest the following implications for the peacebuilding field:

- The peacebuilding field must identify itself as a far more expansive community of practice, recognizing that peacebuilding takes place within a broad range of sectors. To be truly effective, the field must coordinate its efforts across these sectors**.**

- **Like ripples in a pond moving from the core to the periphery, peacebuilding is simultaneously:**

  – a profession with a core of professionals trained in and dedicated to key skills;

  – a broader community of practice using peacebuilding modalities in a wide range of related fields; and

  – a lens through which practitioners in closely related fields integrate key "do no harm" principles of peacebuilding into the structure of their work.

- Increasingly, even organizations that do not consider themselves peacebuilders do understand the importance of this "conflict lens" and attempt to carry out their work in ways that will, at a minimum, not aggravate tensions, and, at best, lead to increased capacity for peace. We predict that the "conflict lens" will become a far-reaching philosophy, embedded into social change at all levels of intervention.

- While a wide range of peacebuilding professionals work across the conflict spectrum in chaotic, fragile conflict zones, coordination and collaboration between organizations and sectors still prove to be a key difficulty for the field. Staying within silos only weakens impact. Organizations lose valuable opportunities for working together on the ground in conflict areas to create more sustainable peace across the conflict spectrum.

- Rather than focusing on micro-level interventions, a systems approach to peace allows for macro-level planning and cumulative impact.

- In measuring the impact of peacebuilding, evaluation techniques must be as interdisciplinary as the field itself, and the field must be willing to experiment with unconventional indicators of social change.

- Expanding the community of practice for peacebuilding has serious implications for the education of a new generation of peacebuilders**.** There is a significant disjunction in the field currently between the large number of students who want to enter the peacebuilding field as professionals and the minimal number of jobs available in any given year. The peacebuilding field needs to think of itself as educating a broad swathe of social entrepreneurs who can take the analytical tools and practical experience they gain in their advanced-degree peacebuilding programs and apply them in related fields.

9 This statistic comes from the total response of survey 2 participants and includes capacity building with a response rate of 59.2 percent, alliance building with 56.3 percent, and training with 53.5 percent.

# PEACEBUILDING 2.0 RECOGNIZES THAT:

1 **Peacebuilding is a far larger community of practice** than just the relatively small number of organizations specifically operating in areas of conflict resolution and/or conflict transformation. Durable peace requires efforts at the intersection of many fields, including conflict resolution, development, democracy and governance, human rights, and many more. In complex, chaotic conflict environments, these sectors must interact in a systematic and coordinated way to magnify positive impact.

2 **In the deeply divided societies in which peacebuilders operate**, every intervention, from building a school to negotiating a peace agreement, can serve to reduce or augment conflict, often in unpredictable ways. A more cohesive and systemized field can help avoid unintended negative consequences.

3 **A "conflict-sensitive" lens[1] must permeate all work** in and around conflict environments to ensure that interventions seemingly tangential to conflict resolution do not adversely affect the conflict dynamics of a fragile society.

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1 A conflict lens or conflict-sensitive approach is a key principle of peacebuilding practice. This approach arises from concepts such as "do no harm," which suggest that any action in an intervention can have negative, unintended consequences. A conflict lens might manifest itself in all actors working in and around conflict settings using tools such as conflict mapping and analysis prior to entering a conflict zone and subsequently monitoring all actions of the intervention in order to mitigate unforeseen negative outcomes.

# Introduction

## Dramatic shifts in the international landscape have brought the peacebuilding field to a significant turning point.

On one hand, the world has become increasingly peaceful (Pinker 2011, Human Security Report Project 2011). The number and severity of state-based armed conflicts[10] have declined markedly since the end of the Cold War (Mack 2007). Moreover, humans at large have become much less violent in the 20th and 21st centuries than our ancestors 500 years ago, for example: "[F]rom the 13th century to the 20th, homicide in various parts of England plummeted by a factor of ten, fifty, and in some cases a hundred" (Pinker 2011, 60). The global rates of violent deaths have vastly declined.

On the other hand, while the number of deaths from civil war has declined since the 1980s, one in four people (more than 1.5 billion) still live in fragile and conflict-affected states and suffer acute levels of violence (World Bank 2011). Violence in the 21st century has been transformed and is now rooted more firmly in the interlinkages between political conflict, state fragility, organized crime, and porous borders for the movement of (legal and illegal) capital (World Bank 2011, 5). The proliferation of small arms, environmental degradation, volatile energy and food prices, as well as the lack of regional mechanisms for policing and law enforcement, have augmented the spread of violence.

To meet these challenges, the peacebuilding field has burgeoned over the past 20 years. Heightened intervention by the United Nations and civil society organizations in conflict-affected regions has been cited as a key driver in reducing civil war over the past decade (Human Security Report Project 2011). Peacebuilding has become not only a set of actions by a small number of professionals but also a core set of principles driving social change. Governments, militaries, and regional and international institutions, as well as fields like democracy and development, have begun to use conflict-sensitive approaches in their work in areas of violent conflict, even when they do not necessarily define their work as peacebuilding.

While the peacebuilding field is growing exponentially in both its impact and influence, it lacks the cohesion to operate most effectively in fragile, chaotic zones of conflict around the world. Peacebuilding spans so many dimensions and encompasses so many related fields that, without definition, it risks becoming a "theory of everything" rather than a focused, pragmatic enterprise with clear goals, modalities, and outcomes. In many ways, this tension is unavoidable, since in the deeply divided societies in which peacebuilders operate, every intervention, from building a school to negotiating a peace agreement, affects so many other elements in society and can have profound positive and negative ripple effects.

10 Violent clashes with more than 1,000 casualties.

# SELECTED DEFINITIONS OF PEACEBUILDING

This list is not exhaustive and only provides some of the most prominent academic and institutional definitions of peacebuilding. The US Government does not have a publicly available definition of peacebuilding, other than the definition provided by USIP.

*"...peacebuilding is a process that facilitates the establishment of durable peace and tries to prevent the recurrence of violence by addressing root causes and effects of conflict through reconciliation, institution building, and political as well as economic transformation. This consists of a set of physical, social, and structural initiatives that are often an integral part of post-conflict reconstruction and rehabilitation."*

— Conflict Information Consortium, University of Colorado

*"Peacebuilding is the process of creating self-supporting structures that "remove causes of wars and offer alternatives to war in situations where wars might occur." Conflict resolution mechanisms "should be built into the structure and be present there as a reservoir for the system itself to draw upon, just as a healthy body has the ability to generate its own antibodies and does not need ad hoc administration of medicine."*

— Galtung, Johan

*"Peacebuilding involves addressing social and political sources of conflict as well as reconciliation."*

— Global Partnership for the Prevention of Armed Conflict


MORE THAN

# 1.5 BILLION PEOPLE STILL LIVE IN

## FRAGILE AND CONFLICT AFFECTED STATES

AND SUFFER ACUTE LEVELS OF VIOLENCE.

The time is ripe for the peacebuilding field to evolve from Peacebuilding 1.0—a dynamic yet disconnected series of peacebuilding activities across a broad range of sectors—to Peacebuilding 2.0, a more unified field that harnesses the collective energy of all peacebuilding interventions and creates joint impact that leads to more stable, resilient societies. We are on the verge of this transition but have not fully realized Peacebuilding 2.0. We hope that outlining the field's parameters and principles will encourage this transition, enabling more effective cooperation and coordination between different actors, while bringing more resources to fragile societies and amplifying the voices for peace in the world's most complex zones of conflict.

### Defining Peacebuilding

Debates over the size, shape, and scope of the peacebuilding field are rife in trade association meetings, classrooms, academic journals, and informal conversations among peacebuilders. Some argue for a rigid definition of peacebuilding, which would include only a small number of professionals operating in very discrete settings. Others assert that peacebuilding should be defined broadly to encompass a wide range of activities that take place in the conflict "space" and that aim to reduce human suffering in conflict zones. This distinction is characterized as "working in and around" conflict,with a conflict lens (the broad definition) as opposed to "working on" conflict (the narrow definition).

**PEACEBUILDING 2.0: A MORE UNIFIED FIELD THAT HARNESSES THE COLLECTIVE ENERGY OF ALL PEACEBUILDING INTERVENTIONS AND CREATES JOINT IMPACT THAT LEADS TO MORE STABLE, RESILIENT SOCIETIES.**

*"Strategic Peacebuilding Principles:*

1. *Peacebuilding is complex and has multiple actors.*
2. *Peacebuilding requires values, goals, commitment to human rights and needs.*
3. *Peacebuilding goes beyond conflict transformation.*
4. *Peacebuilding cannot ignore structural forms of injustice and violence.*
5. *Peacebuilding is founded on an ethic of inter-dependence, partnership, and limiting violence.*
6. *Peacebuilding depends on relational skills.*
7. *Peacebuilding analysis is complex; underlying cultures, histories, root causes and immediate stressors are essential.*
8. *Peacebuilding creates spaces where people interact in new ways, expanding experience and honing new means of communication.*
9. *Peacebuilding heals trauma, promotes justice and transforms relationships.*
10. *Peacebuilding requires capacity and relationship building at multiple levels."*

— Joan B. Kroc Institute for Peace & Justice, University of San Diego

Many definitions converge on the idea that peacebuilding is a set of long-term endeavors undertaken continuously through multiple stages of conflict (before, during, and after) and involving collaboration at several levels of society (see sidebar). Furthermore, peacebuilding emphasizes transformative social change that is accomplished both at the process-oriented level, through tools such as negotiation, mediation, and reconciliation, and on the structural level, through the development of resilient institutions and social processes that allow conflict to be resolved through political, rather than violent, means. This broad notion embraces the work not only of the traditional peacebuilding community but also of the democracy, humanitarian assistance, human rights, and development communities as well as sectors ranging from civil society to governmental bodies and even the armed forces, which all operate in conflict spaces. This report helps bridge peacebuilding with other related fields, identifies the actors working in complex conflict zones across sectoral lines, and describes a more expansive vision of the field. Throughout this report, we refer to "peacebuilding" as a field, a lens, an approach, a strategy, and an aspirational goal—a plethora of metaphors that illuminate the wide-ranging understanding of the term among actors operating within the conflict spectrum.

> "[Peacebuilding] is understood as a comprehensive concept that encompasses, generates, and sustains the full array of processes, approaches, and stages needed to transform conflict toward more sustainable, peaceful relationships. The term thus involves a wide range of activities that both precede and follow formal peace accords. Metaphorically, peace is seen not merely as a stage in time or a condition. It is a dynamic social construct."
>
> — John Paul Lederach

> "[Peacebuilding] includes activities designed to prevent conflict through addressing structural and proximate causes of violence, promoting sustainable peace, delegitimizing violence as a dispute resolution strategy, building capacity within society to peacefully manage disputes, and reducing vulnerability to triggers that may spark violence."
>
> — Organization for Economic Cooperation and Development (OECD)

> "Peacebuilding is a term used within the international development community to describe the processes and activities involved in resolving violent conflict and establishing a sustainable peace. It is an overarching concept that includes conflict transformation, restorative justice, trauma healing, reconciliation, development, and leadership, underlain by spirituality and religion. It is similar in meaning to conflict resolution but highlights the difficult reality that the end of a conflict does not automatically lead to peaceful, stable social or economic development. A number of national and international organizations describe their activities in conflict zones as peacebuilding."
>
> — School of Conflict Analysis and Resolution at George Mason University

**"IN A LARGER SENSE, PEACEBUILDING INVOLVES A TRANSFORMATION TOWARD MORE MANAGEABLE, PEACEFUL RELATIONSHIPS AND GOVERNANCE STRUCTURES"**

*"Peacebuilding involves a range of measures targeted to reduce the risk of lapsing or relapsing into conflict by strengthening national capacities at all levels for conflict management, and laying the foundations for sustainable peace and development. Peacebuilding strategies must be coherent and tailored to the specific needs of the country concerned, based on national ownership, and should comprise a carefully prioritized, sequenced, and therefore relatively narrow set of activities aimed at achieving the above objectives."*

— United Nations Development Program

*"Peacebuilding is rather the continuum of strategy, processes and activities aimed at sustaining peace over the long-term with a clear focus on reducing chances for the relapse into conflict.... [It] is useful to see peacebuilding as a broader policy framework that strengthens the synergy among the related efforts of conflict prevention, peacemaking, peacekeeping, recovery and development, as part of a collective and sustained effort to build lasting peace."*

— United Nations: Peacebuilding Support Office

*"Originally conceived in the context of post-conflict recovery efforts to promote reconciliation and reconstruction, the term peacebuilding has more recently taken on a broader meaning. It may include providing humanitarian relief, protecting human rights, ensuring security, establishing nonviolent modes of resolving conflicts, fostering reconciliation, providing trauma healing services, repatriating refugees and resettling internally displaced persons, supporting broad-based education, and aiding in economic reconstruction. As such, it also includes conflict prevention in the sense of preventing the recurrence of violence, as well as conflict management and post-conflict recovery. In a larger sense, peacebuilding involves a transformation toward more manageable, peaceful relationships and governance structures—the long-term process of addressing root causes and effects, reconciling differences, normalizing relations, and building institutions that can manage conflict without resort to violence."*

— United States Institute of Peace

# Evolution of the Field: From Peacebuilding 1.0 to Peacebuilding 2.0

## A full history of the field is beyond the scope of this report, but a few highlights trace the evolution from Peacebuilding 1.0 to Peacebuilding 2.0.

The peacebuilding field stretches back decades and has firm foundations in the theory and practice of peace studies, mediation, and conflict resolution. For years before the end of the Cold War, Soviet-American dialogue groups met in secret, and groups of citizens quietly held conversations across the Israeli-Palestinian conflict, the Northern Ireland conflict, and other struggles around the world. Johan Galtung's work on positive peace and structural violence in the late 1970s laid the foundation for present-day conflict resolution theory, and he is often credited with creating the term "peacebuilding" (Galtung 1976, 297-98). However, some confusion still reigns on the difference between peacebuilding and conflict resolution, and the relationship between the two varies depending on the context and sector (for example, academic programs tend to be labeled "conflict resolution" rather than peacebuilding, even when they encompass courses and research clearly linked to peacebuilding). For the purposes of this report, conflict resolution—with its focus on process—falls under the umbrella of peacebuilding, which encompasses both process and structural approaches in its work. Several processes inherent to conflict resolution, which we discuss later in this report, include negotiation, mediation, conflict transformation, and dialogue.

While the theoretical foundation of the field was built far earlier, the end of the Cold War represented the key turning point in the modern development of peacebuilding**.** The breakdown of the superpower rivalry between the United States and the Soviet Union opened the floodgates for citizen engagement and allowed for more powerful norms of international intervention, while creating ample opportunities for creative organizations to bring conflict resolution skills to regions such as Eastern Europe, which had not been possible before.

After the Cold War, the US-based international conflict resolution field—what we recognize as the initial phase of Peacebuilding 1.0—arose out of dual streams of activity: (1) the explosion of negotiation, mediation, and alternative dispute resolution in the legal field and private sector in the 1980s and (2) the energy arising from the nuclear freeze and anti-Apartheid movements that needed new outlets after the fall of the Berlin Wall and the end of Apartheid in South Africa. During this time, mediators like Raymond Shonholtz who had developed domestic mediation programs turned their sights internationally and created "train the trainer" programs in former Soviet republics, while negotiation experts such as Roger Fisher created the Conflict Management Group to apply negotiation theory to post-Cold War disputes around the world. NGOs such as Beyond War, which had once advocated for a nuclear

freeze, began citizen dialogues focusing on peace and reconciliation between citizens in areas such as the Middle East and the Caucasus.

Most of the activity in the conflict resolution field, as it was then known, focused on process, with an emphasis on mediation, negotiation, dialogue, and reconciliation. Gradually, however, the field began to realize that process was a necessary, but not sufficient, dimension of building peace and, therefore, that institutional structures were critical components of resilient societies. The Hewlett Foundation played a critical role in the metamorphosis of the field. From the 1980s through the early 2000s, the Foundation very consciously "created a field" by giving generous institutional support to a wide range of the most important actors working in the area of conflict resolution. Many of these were domestically focused, but after 1995 funding increased significantly for work outside US borders. The Hewlett Foundation also created "theory centers" in top US universities, which developed some of the most innovative theories on peacebuilding and helped define modern peacebuilding (Kovick 2005).

Simultaneously, former United Nations Secretary General Boutros Boutros-Ghali set forth his vision for peace in a post-Cold War world through his 1992 report, *An Agenda for Peace: Preventive Diplomacy, Peacemaking and Peacekeeping*. An important element of the report was the development of the concept of post-conflict peacebuilding, which included "action to identify and support structures which will tend to strengthen and solidify peace in order to avoid a relapse into conflict" (Boutros-Ghali 1992, II.21). In 1994, the United Nations' *Human Development Report* intensified the trend toward defining security in human rather than national terms. The key concepts of "freedom from want" and "freedom from fear" helped direct the processes inherent in conflict resolution into the development of institutions that could protect human security (UNDP 1994, 24).

The conflagrations in Bosnia and Rwanda shocked the world out of its post-Cold War optimism and intensified the field's search for more sustainable systems of peace. The Carnegie Corporation's Commission on Preventing Deadly Conflict, led by David Hamburg and Cyrus Vance, marked a seminal moment in the development of the field. The Commission, established in 1994, consisted of 16 prominent scholars, diplomats, and peacebuilding experts, along with an advisory committee of eminent government leaders and experts in a wide range of fields related to peace and violence. Perhaps the most important ideas to emerge from the Commission—ideas that set the course of important research and action for the next 15 years in the field—were the concepts of "operational" and "structural" prevention (Carnegie Commission on Preventing Deadly Conflict 1997).

Operational prevention focuses on dialogue, mediation, sanctions, cease-fire negotiations, and preventive diplomacy necessary to stop imminent violence in its tracks. Structural prevention, by contrast, focuses on the deeper institutional changes in development, education, governance, and other sectors that help societies channel conflict into politics, rather than deadly violence. The Carnegie Commission, which published a large number of books, reports, and white papers under its auspices, was instrumental in linking the conflict resolution field to the broader sectors of democracy, governance, human rights, and development. Moreover, the Carnegie Commission laid the foundation for the eventual shape of Peacebuilding 2.0.[11]

During the 1990s, vibrant conflict resolution institutions, many of which would become AfP members, developed in the United States, working in every region of the world and supported by a

11 Other theorists were also writing about the links between process and structure in peacebuilding. For example, John Paul Lederach (1999) wrote about the process-structure gap in conflict resolution and how mediation and conflict resolution processes were not sufficient in themselves, without the development of more permanent institutions, for ensuring stable peace.

wide variety of foundations, such as the Hewlett Foundation, the Carnegie Corporation, the MacArthur Foundation, the Open Society Institute, and others. The term "peacebuilding" was not yet used extensively to describe this work, but gradually practitioners and academics began to recognize that their work intersected in some ways with the larger processes of democratic change sweeping through Central and Eastern Europe, the former Soviet Union, Central America, and many regions of Africa.

At the same time, other fields were beginning to examine their substantive ties to peace and conflict resolution. In the democracy arena, theories of "democratic peace"[12] gained great favor, and a new focus on democratic institutions as the mainstay of stable societies began to take hold. In the development field, innovative practices of "conflict-sensitive development" and theories of "do no harm" took into account the impacts—positive and negative—of introducing resources into a conflict zone, which forced the development field to reflect on how to deliver aid without igniting conflicts (see, for example, Anderson 1999). The human rights field grappled with issues of post-conflict reconciliation with its focus on transitional justice and the establishment of the International Criminal Court. Slowly the conflict resolution field was turning into a broader peacebuilding field, through thoughtful sectoral collaborations and holistic implementation of collective practices in conflict-related contexts.

The terrorist attacks on US soil on September 11, 2001 radically altered the landscape of peacebuilding yet again. Suddenly, counterterrorism became the lens through which US policymakers viewed conflict, and in many policy circles, peacebuilding was considered light and inconsequential in the wake of existential questions about terrorism and national security. Foundations shifted their focus from grassroots dialogue to an examination of America's role in the world and how US foreign policy should address the threat of terrorism. The wars in Afghanistan and later Iraq posed great challenges as to how peace and development actors could work in war zones and to what extent these nongovernmental activities might be linked, in the minds of local citizens, to the occupying force of the US military. For the first time, the significance of the NGO community working side-by-side with the US military in these zones of conflict was recognized, and it presented new questions about the capacity for collaboration between these two sectors. Moreover, the idea of "prevention" was subverted by President George W. Bush's use of the term "preventive war" to describe the US invasion of Iraq.

Despite this restrictive environment, the peacebuilding field found ways to grow. The United Nations Development Program (UNDP) began focusing more squarely on conflict prevention as part of its development mandate, and the United Nations established its first Office for the Prevention of Genocide in 2004. At the 2005 World Summit, then UN Secretary General Kofi Annan proposed the creation of a Peacebuilding Commission focusing on post-conflict reconstruction and the great challenge of implementing peace agreements. Around this time the term "peacebuilding" became entrenched into the common vernacular—even though Galtung's theory had conceptualized peacebuilding for decades. In 2005 as well, aid officials and representatives of donor and recipient countries endorsed the Paris Declaration on Aid Effectiveness, where they committed to working more effectively in the area of peacebuilding. The emergence of social media vastly transformed the dynamics of communication in conflict and disaster zones. New platforms such as Ushahidi, Twitter, and Facebook allowed citizens to broadcast news of conflicts and demonstrations instantaneously. These advances in communication and social media have also heavily influenced the use of geographic information system crisis mapping, which visually illustrates the complex and interconnected nature of conflict situations. Finally, the Arab Spring in 2011 unleashed a new wave of citizen power, upending years of despotic rule across the Middle East and North Africa. See box 1.

12 This is also known as democratic peace theory, which argues that democracies do not go to war against one another.

# BOX 1: TOWARD PEACEBUILDING 2.0


## Peacebuilding is no longer a single silo but a diverse and expansive community of practice.

**Peacebuilding is simultaneously a profession**—with a core of professionals trained in and dedicated to key skills; **a broader community of practice**—with professionals related to one another in their peacebuilding modalities; and **a lens**—through which practitioners in closely related fields integrate key principles of peacebuilding into the structure of their work. In order to reach its full potential, the field must move from Peacebuilding 1.0**,** a dynamic yet disconnected series of peacebuilding activities across a broad range of sectors, to Peacebuilding 2.0**,** a more unified field that harnesses the collective energy of all peacebuilding interventions and creates joint impact that leads to more stable, resilient societies.

**Peacebuilding is a far larger community of practice** than just the relatively small number of organizations specifically operating in the areas of conflict resolution and/or conflict transformation. Durable peace requires efforts at the intersection of many fields, including conflict resolution, development, democracy and governance, and human rights. In complex, chaotic conflict environments, these sectors must interact in a systematic and coordinated way to magnify positive impact.

**In the deeply divided societies in which peacebuilders operate**, every intervention, from building a school to negotiating a peace agreement, can serve to reduce or augment conflict, often in unpredictable ways. A more cohesive and systemized field can help avoid unintended negative consequences.

**A "conflict-sensitive" lens must permeate all work in and around conflict environments** to ensure that even interventions seemingly tangential to conflict resolution do not adversely affect the conflict dynamics of a fragile society. The recognition that interventions in conflict settings have the capacity to exacerbate existing tensions or ignite new struggles is central to the principle of "do no harm" and forms the basis for requiring a broad conflict lens in areas prone to deadly violence. Utilizing tools like conflict mapping and analysis prior to an intervention and monitoring actions while working in conflict zones are key elements of a conflict sensitive lens in any work and will mitigate the potential negative consequences of outside interventions. Note, however, that in discussing the conflict lens, there must be a deliberate recognition of the difference between conflict sensitivity and peacebuilding, two terms that are commonly conflated.[1]

1 For more information on the distinction between peacebuilding and conflict sensitivity, see Woodrow and Chigas (2009).

# Institutionalization of Peacebuilding

A summary of a variety of key civilian and security sectors shows how profoundly the peacebuilding perspective has permeated governmental and nongovernmental operations, even when described as nation-building, stabilization, or statebuilding.

## United Nations

Since the mid-1990s, the United Nations has been an essential driver in the expansion of global peacebuilding efforts and the norms allowing international intervention and protection of vulnerable civilians. UN Peacekeepers now operate in 16 missions around the world, with a total of 98,000 military and 24,000 civilian personnel (United Nations Peacekeeping 2012). The UN Peacebuilding Commission[13] currently works in six countries, and the United Nations Development Program (UNDP) has a robust unit dedicated to violence prevention. Additionally, the Department of Political Affairs' Mediation Support Unit works closely with UN mediators in the field and provides technical and resource assistance. In 2004, the UN Office for the Coordination of Humanitarian Affairs (OCHA) established the "cluster approach" in an attempt to have all agencies operating in complex contexts on humanitarian interventions and disaster relief work across silos in a more coordinated way.

13 See United Nations Peacebuilding Commission, available at http://www.un.org/en/peacebuilding/ (accessed on May 7, 2012).

## United States Government

In 2010, the US Department of State issued the *First Quadrennial Diplomacy and Development Review* (QDDR), designed to elevate civilian power in American foreign policy. At its unveiling, Secretary Hillary Rodham Clinton asserted that, "[a] hard-earned lesson of recent years is that the failure of even the most remote state can have serious implications for national security in this interconnected world. America's civilian power must be able to strengthen fragile states, stop conflicts before they start and respond quickly when prevention fails. We will make conflict prevention and response a core mission of the State Department and USAID" (Rodham Clinton 2010). A key institutional outcome of the QDDR has been the development of the Bureau of Conflict and Stabilization Operations (CSO),[14] whose mission is to "help countries and people find the road away from conflict and toward peace."

14 See Bureau of Conflict and Stabilization Operations, US Department of State, at http://www.state.gov/j/cso (accessed on May 7, 2012).

In addition, the Obama Administration established Presidential Study Directive 10, an interagency process led by the National Security Council, for acting on intelligence of impending mass atrocities (White House 2011a). The establishment of an expansive architecture focusing on prevention—including the Atrocities Prevention Board, changes in military doctrine, and the CSO—signals serious US intent to make "never again" a policy rather than wishful rhetoric (White House 2011b, US Department of State 2010, US Department of Defense 2010).

It is clear that the US Government has shifted peacebuilding, prevention, conflict resolution, and stabilization to the forefront of many of its foreign policy agendas and has initiated policies intended to promote conflict sensitivity and peacebuilding within the work of the State Department, US Agency for International Development (USAID), and the National Security Council.

### United States Institute of Peace

The founding of the United States Institute of Peace (USIP) by President Ronald Reagan in 1984 created a powerful voice for peacebuilding in US foreign policy in the post-Cold War era, particularly with regard to installing mechanisms of post-conflict reconstruction in the former Soviet nations. Since its founding, USIP has been a leader in the reconceptualization of peacebuilding both geographically and thematically. Its work has been essential in shifting American peacebuilding practices from reconstruction to prevention and more sustainable interventions. USIP is also a key partner for the peacebuilding field, serving important roles as a funder, thought leader, trainer, and convenor across governmental departments and bureaus, the academic community, and the NGO sector.

### United States Armed Forces

After a decade of wars in Afghanistan and Iraq, the US military has increasingly come to rely on "stability operations" in volatile regions of the world, using cooperation with governmental and nongovernmental entities as a means for achieving lasting peace on the ground and preventing future conflict. Military doctrine around stability operations holds that, "[e]xecuted early enough and in support of broader national policy goals and interests, stability operations (including trainings and development work) provide an effective tool for reducing the risk of politically motivated violence. It does this by addressing the possible drivers of conflict long before the onset of hostilities. Providing the authority and resources to conduct these stability operations as part of peacetime military engagement may be the most effective and efficient method to mitigate the risk of lengthy post-conflict interventions" (Headquarters, US Department of the Army 2008). These advancements indicate a significant shift in military operations, which have assumed more prominent conflict-sensitive approaches and conflict prevention and stabilization strategies.

### International Development

The governmental and nongovernmental international development communities have been rapidly embracing a "do no harm" approach to conflict-sensitive development over the past decade (Anderson 1999). Development organizations have increasingly realized that bringing additional resources such as capital, personnel, and equipment to a conflict-prone region can fuel further violence rather than fostering positive development. Therefore, the development community has been comprehensively working to generate collaborative processes for providing aid and assistance through avenues that work to resolve, rather than incite, conflict.

The Fourth High Level Forum on Aid Effectiveness, held in Busan, South Korea, in December 2011, affirmed the importance of peacebuilding as a critical component of the development agenda. Delegates endorsed the "New Deal," an ambitious framework that more firmly links peacebuilding to statebuilding goals in fragile states (OECD 2011). The New Deal "proposes key peacebuilding and statebuilding goals, focuses on new ways of engaging, and identifies commitments to build mutual trust and achieve better results in fragile states."

The New Deal is now being implemented in seven pilot countries (South Sudan, the Central African Republic, Democratic Republic of the Congo, Timor Leste, Sierra Leone, Liberia, and Afghanistan), with cooperation between donors, host-country governments, and a robust range of peacebuilding and development civil society actors. The New Deal has also sparked discussion at the United Nations, which is currently considering whether to include peacebuilding goals in the post-2015 development architecture that will replace the Millennium Development Goals.

### Private Sector

The business community has become considerably more aware over the past ten years of the role it plays in contributing to conflict and the positive force for peace that it can be in areas prone to violence. While mining for minerals and diamonds has created or financed violence in places such as the Democratic Republic of the Congo (DRC) and Sierra Leone, there is movement for change. In some cases, extractive industries are working with local communities to lessen the impact of environmental damage and to ensure that profits reach the local level. Some technology companies are ensuring that their supply chains minimize the use of "conflict minerals" mined by militias to support local campaigns of violence in the DRC and other conflict-prone states.

The Kimberley Process was instituted to harness consumer advocacy to put pressure on industry to change their diamond mining practices. While this process of certifying diamonds as "conflict free" is still problematic, particularly since corruption plagues much of the system, it is one of the premier attempts of private industry to acknowlege the correlations between its work and violent conflicts.[15] Private companies are also working on innovative partnerships with human rights groups and development organizations to ensure conflict-sensitive development and economic growth (CSIS 2012). Microfinancing—financial services for small entrepreneurs and businesses that would otherwise not have access to banks and related financial institutions—has been especially useful as a way of developing capacity in desperately poor areas of the world and discouraging local violence.

### Human Rights

The human rights community has played a leading role in advocating for the prevention of genocide and mass atrocities, through groups like United to End Genocide, the ENOUGH Project, and the Holocaust Museum's Committee on Conscience. ENOUGH and related groups have also worked very successfully to raise awareness of conflict minerals, child soldiers, and sexual violence related to conflict. Human Rights Watch has been central to altering the way governments perceive and mitigate conflict.

The Responsibility to Protect (R2P) movement sprang from the human rights field and has fundamentally changed the way the international community regards states that oppress their own people. The field of transitional justice also arose through the human rights field and has made great strides to ensure that leaders cannot kill with impunity and that peace must be linked with justice. The creation of the International Criminal Court (ICC) in 1998, with the adoption of the Rome Statute, exemplifies this movement. It has been argued that the ICC has significantly shifted international accountability for human rights violations and has assisted in holding leaders legally responsible for human rights offenses against their own citizens (Sikkink 2011).

15 Organizations such as Partners for Democractic Change and RESOLVE have worked at the local level to improve the relationships between mining companies and citizens, helping facilitate healthier initiatives for the mining industry. The ENOUGH Project has focused on the supply chain between industry and the suppliers of conflict minerals.

## Democracy

In its *2011 World Development Report*, the World Bank focused on the links between security, conflict, and economic development. A key finding of that report is the critical role that democratic institutions play in preventing violent conflict. Not only do stable democratic institutions act as important venues for participation and conflict resolution but also the consensus-building processes needed to construct and operate the institutions serve as key building blocks for resilience and flexibility. For a strong argument on the key role that democratic organizations play in stabilization efforts, see Acemoglu and Robinson (2012). Furthermore, the National Democratic Institute and the International Republican Institute, both funded by the National Endowment for Democracy, are involved in democracy promotion and have begun to recognize the connection between their work and conflict prevention, particularly as these agencies have begun to use a systems approach in their work and evaluation processes.

## Environment

The environmental community has been at the forefront of using conflict resolution processes to resolve environmental disputes. Processes such as alternative dispute resolution, mediation, consensus building, and negotiation have become integral to the work of many environmental organizations that work on resource, land, and water disputes both in the United States and internationally. The Center for Conflict Prevention and Resolution within the Environmental Protection Agency is solely focused on the intersection of conflict and the environment, and the federally funded US Institute for Environmental Conflict Resolution concentrates on providing assistance to resolve environmental disputes, such as conflicts over public land and natural resources, that involve the US Government.

The synergy between conflict resolution practices and environmental disputes has expanded internationally, with peace and the environment closely linked. Organizations such as the International Environmental Data Rescue Organization (IEDRO) see their work on climate change and flood and famine forecasting as peacebuilding initiatives. As the late environmentalist and Nobel Laureate Wangari Maathai suggested, "Recognizing that sustainable development, democracy and peace are indivisible is an idea whose time has come. Our work over the past 30 years has always appreciated and engaged these linkages."[16] Maathai's assertion that global conflicts are entwined in issues of democracy, development, and the environment highlights the essential nature of collaboration and whole-of-community practices when working toward peace.

## Graduate Programs

While peacebuilding has blossomed into these related fields, the number of peacebuilding programs in American and international universities has also grown exponentially over the past decade. There are over 150 master's degree programs in conflict and peace studies, both domestically and internationally (Center for Conflict Resolution at Salisbury University 2007, 2009). Students in these programs may not all find positions directly in the peacebuilding field, but they will spread their skills throughout the private and public sectors, bringing a peacebuilding/conflict-sensitive lens to a wide range of governmental and civil society activities.

16 Wangari Maathai, Nobel Lecture delivered after receiving the 2004 Nobel Peace Prize, Oslo City Hall, Oslo, Norway, December 10, 2004, http://www.nobelprize.org/nobel_prizes/peace/laureates/2004/maathai-lecture-text.html# (accessed on August 16, 2012).

# The Peacebuilding Mapping Project: Overview and Methodology

The Peacebuilding Mapping Project (PMP) was designed to map the current state of the American NGO peacebuilding field and gain insights that would enable the field to evolve to Peacebuilding 2.0.

International organizations, NGOs, governmental actors, and others often operate within narrow silos despite similar peacebuilding goals. This project aims to identify the connections between American NGOs that self-identify as peacebuilders and those that do not and highlight key working methods and demographics of the field.

Two separate surveys were conducted of a total of 119 NGOs: one of 44 peacebuilding organizations (all members of the Alliance for Peacebuilding) and the other of 75 NGOs in closely related fields. These organizations include those that self-identify as peacebuilders and those that do not but whose work intersects with peacebuilding and whose personnel work congruently with peacebuilders in zones of conflict.

The two surveys reveal that there is a diverse and vibrant community of peacebuilding practice in the United States, whose work spans multiple sectors, a wide range of activities, and distinct methodologies and approaches. Although many organizations come to peacebuilding from areas other than peace and conflict resolution (such as development, human rights, humanitarian relief, and democracy promotion), they have clearly repositioned and/or retooled themselves to work in a wide variety of conflict contexts. Since peacebuilding is a rapidly evolving field encompassing many new actors, it is difficult to define its scope and boundaries definitively. Nonetheless, it is clear that a critical mass of organizations now consider the type of work they do in the United States and around the world as peacebuilding, which has led us to conclude that peacebuilding is on the cusp of a true revolution—that is, moving from being a series of disconnected dots operating at multiple levels of complex, chaotic conflict (Peacebuilding 1.0) to becoming a sophisticated grid of interconnected, mutually reinforcing interventions that can lead to real and sustainable peace (Peacebuilding 2.0). This integration of communities that use peacebuilding and the development of a systemic, holistic, whole-of-community approach will lead to more effective intervention and cumulative impact.

**PEACEBUILDING IS ON THE CUSP OF A TRUE REVOLUTION**

## Methodology

During the early stages of project development, we considered, but rejected, a deductive approach to scoping and defining peacebuilding. Rather than starting with an *a priori* definition of peacebuilding that would help establish the boundaries of the field, we decided to adopt an inductive approach to defining the field through the work of peacebuilding organizations and other institutions working on issues broadly related to conflict and peace.

To better understand the organizations that identify as peacebuilders, as well as similar organizations, we designed a two-phase survey.[17] The first survey instrument was quite detailed, since it targeted AfP members, to establish a baseline for the study's core peacebuilding constituency. The second survey instrument[18] was streamlined and tailored for a broader community of practitioners whose work intersected with that of self-identified peacebuilders or ran in tandem in related fields.[19]

Organizations included in the second survey were chosen through a variety of methods, including internet-based research, recommendations from the Steering Committee and other key stakeholders, partners of AfP members that participated in the first survey, and rosters provided by InterAction, the Global Partnership for the Prevention of Armed Conflict (GPPAC), and the Association for Conflict Resolution (ACR). Additionally, we analyzed the pool of organizations for the second survey through a sectoral lens to ensure that it was representative of key actors from a wide range of fields, including academia, conflict prevention, democracy and governance, development, environment, faith-based and religion, food security, genocide prevention, health, human rights, humanitarian aid, human security, nuclear proliferation, peacebuilding,[20] refugees and internally displaced persons, rule of law, science and technology, security, women, and youth. While not exhaustive, we considered this list to cover the sectors most closely connected with peacebuilding.

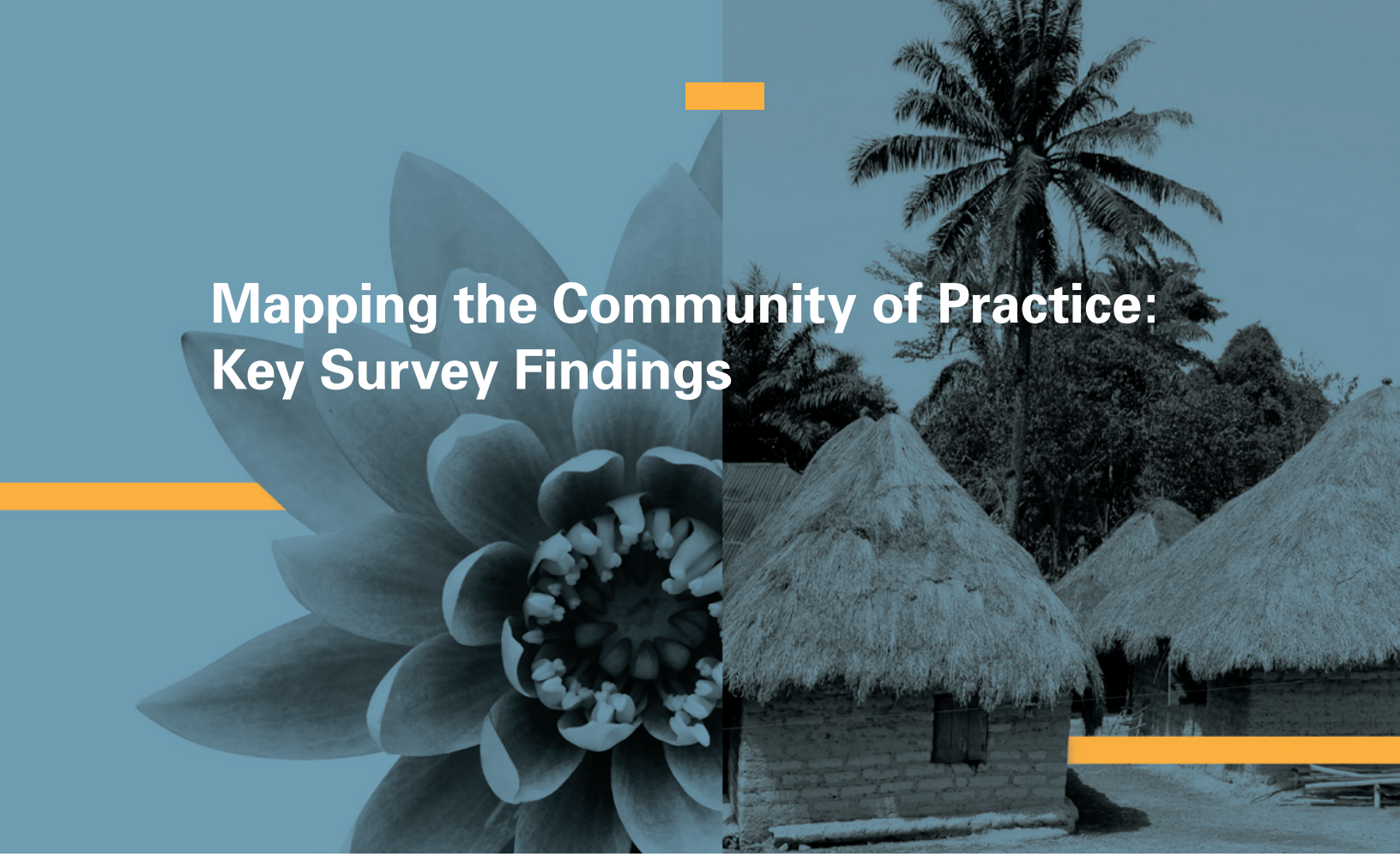
Finally, the second survey asked the qualifying question, "Do you consider your organization's work as peacebuilding?" in order to separate organizations that self-identify as peacebuilders and those that do not. This identifier allowed us to compare peacebuilding organizations and those whose work may be congruent. Through this process of self-definition we were able to examine the various approaches and working methods of the wide range of organizations that currently occupy the same conflict space as peacebuilders.

17 The complete responses from the two surveys are available in appendix 2 on AfP's website, http://www.allianceforpeacebuilding.org/pmp.

18 See appendices 4 and 5 online for complete survey instruments.

19 The first survey (n=66) was conducted from August through December 2011 and the second (n=262) from November 2011 through January 2012.

20 Peacebuilding was also considered its own sector, and many organizations identified themselves as belonging to the peacebuilding field.



# Mapping the Community of Practice: Key Survey Findings

This section analyzes the key findings from the two surveys. The first subsection focuses on data from the first survey and analyzes the institutional profile and working methods of the Alliance for Peacebuilding's 44 US-based member organizations. The next subsection reviews data from the second survey, which covered a larger community of organizations selected from the sectors listed earlier. It is important to note that the respondents to this second survey fall into two distinct subgroups:

A. 56 organizations that, like AfP members, consider their work as peacebuilding, and

B. 15 organizations that do not consider their work as peacebuilding (although 11 of them reported having peacebuilding programs).[21]

In short, the respondents to the two surveys are clearly part of an expanded peacebuilding community of practice. Their institutional profile and working methods provide important insights into the state of peacebuilding practice today and its prospects for the foreseeable future. For Peacebuilding 2.0 to become a viable strategy to address conflict, it is essential that we better understand its principles and methodologies as reflected in the work of its current practitioners in the US-based NGO community (box 2). We hope that the findings of this study, and their policy and operational implications discussed in the next section of this report, will be of direct interest to the peacebuilding community, policymakers, funders, government representatives, professionals in fields related to peacebuilding, and other stakeholders.

21 The second survey had a total of 75 respondents. However, only 71 submitted complete responses to the questions related to whether or not they viewed their work as peacebuilding (with 56 stating yes and 15 stating no).

# BOX 2: THE SHAPE OF PEACEBUILDING 2.0


## The data from this study point to a middle ground between various understandings of peacebuilding.

At the core of the peacebuilding community is a group of dedicated professionals whose central goals, tools, and modalities focus on processes of conflict resolution, conflict transformation, and dialogue. Consensus building, negotiation, and bridging divides in highly fractured societies lie at the heart of their work. This core constituency is heavily represented in the AfP membership and has strong counterparts around the world.

Like ripples in a pond, moving outward from the core peacebuilding community, peacebuilding activity is found to be embedded in fields related to—but distinct from—the more traditional peacebuilding sector. These fields include democracy building, development, health, business, security, civil society building, microfinance, women's empowerment, and a vast range of other endeavors related to social change and the development of more resilient societies. The data demonstrate that the peacebuilding activities of organizations in these related fields are often almost identical to those of traditional peacebuilding organizations, and in nearly all the cases, these groups even identified themselves as peacebuilding organizations, despite the fact that they are clearly situated in fields outside the traditional peacebuilding core.

Imagine this dynamic as Venn diagrams, with peacebuilding at the center and other fields overlapping in some areas but not in others. There is clearly some area of intersection between peacebuilding and other fields, where goals and modalities are perceptibly aligned despite the differing sectoral locations. Moving outside these intersecting areas, like the ripples radiating farthest from the center, we find that the work done here may be highly relevant to peacebuilding, and may be taking place in a conflict space, but may not actually be considered a core peacebuilding activity in itself.

For example, in the democracy sector, groups working to prevent election violence may consider that they are contributing to peacebuilding, while technicians working on more effective voting machines may not (even though having effective voting machines may lead to more credible elections, which themselves might lead to reduced violence; however, this link is more attenuated). In the development sector, specialists who work with warring neighbors to place a water well in a neutral space may see themselves as peacebuilders, whereas the scientists developing the water purification system for the well may not. Thus, the question is not what these organizations do but how they conduct their work in order to contribute to nonviolent and sustainable outcomes. The larger point here is that we can identify key peacebuilding activities within sectors related to—but separate from—the core peacebuilding profession.

## PROFILE OF ALLIANCE FOR PEACEBUILDING MEMBERS: SURVEY 1

In joining the Alliance for Peacebuilding, members self-identify as peacebuilders and go through a vetting process including letters of recommendation and review by the AfP Board of Directors. At the time of the survey, AfP was composed of 66 member organizations, both within the United States and internationally. For the purposes of this project, we analyzed only US-based AfP member organizations, and the group comprised 44 respondents.[22]

**Organizational Profile:** AfP's member organizations are a diverse group of faith-based NGOs, academic and research institutions, alliances and consortiums of practitioners, conflict resolution NGOs as well as for-profit conflict resolution companies. Seventy-nine percent of AfP members were established after 1990, when peacebuilding emerged as a discrete area of work, and the vast majority reported that their mission has not changed in the last ten years. Despite their varying organizational features described below, what seems to unite AfP members is their self-identification under the peacebuilding umbrella.

**Financial Resources:** With a few exceptions, AfP members operate with extremely limited financial resources.[23] Over 60 percent of AfP members have a budget of less than $500,000, while 25 percent have a budget of less than $90,000 annually. With respect to funding sources, 70 percent receive at least some funding from individual donors, 57 percent receive funding from private foundations, and less than half receive funding from other sources.[24] An analysis of the budgets of AfP members suggests that the financial resources available to them is roughly $52 million,[25] compared with over $13 billion (2009 estimates) available to US-based international development NGOs (InterAction 2012). Moreover, the estimated $52 million is spread across 153 countries to address a wide range of issues facing multiple target groups, including children, refugees, internally displaced persons, women, and youth.

**Human Resources:** AfP members vary greatly in terms of human resources, ranging from one organization that relies largely on interns and volunteers to another that has over 5,400 full-time employees. Seventy-five percent have 25 or fewer staff (including interns and volunteers), and more than 45 percent have ten or fewer paid and unpaid staff members. Nearly half (45 percent) have five or fewer paid staff members.[26] As a result, many organizations rely heavily on volunteers.

22 See appendix 1, list A for a complete list of respondents to survey 1.

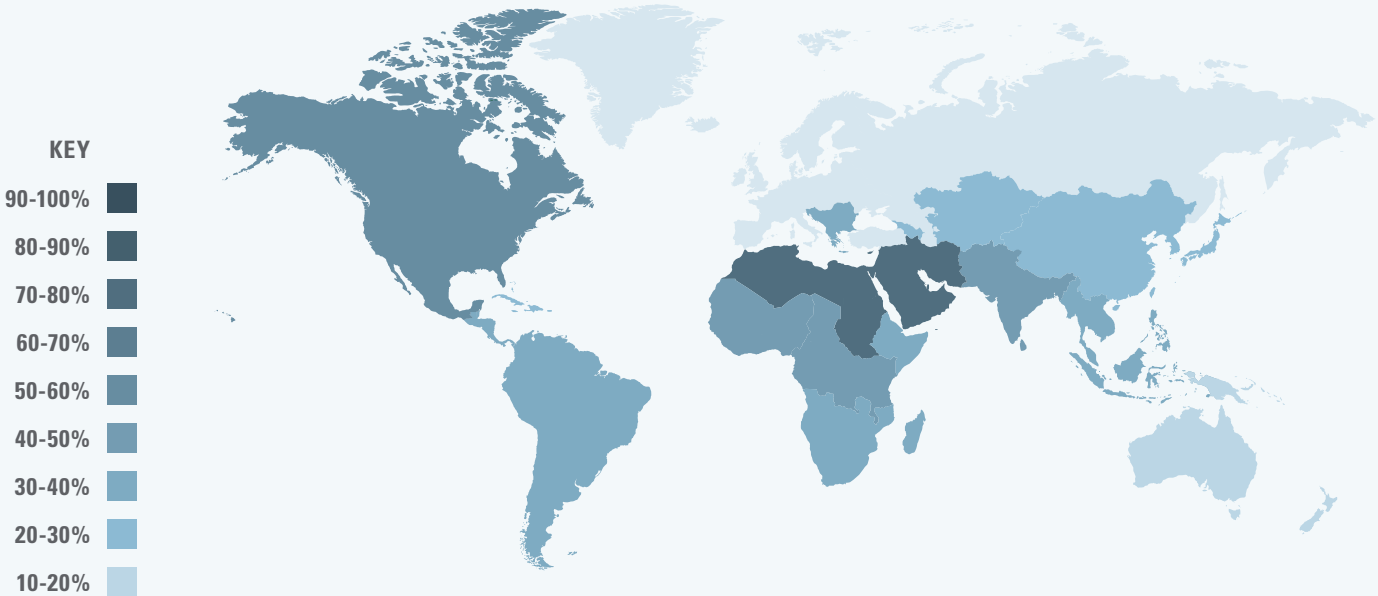
23 See appendix 2, chart A2.1: Annual budget for peacebuilding, AfP members, survey 1.

24 See appendix 2, chart A2.2: Primary sources of funding, AfP members, survey 1.

25 This figure excludes the top three organizations with the largest budgets and was derived from the survey data based on midpoint ranges after removing the three outliers.

26 See appendix 2, chart A2.3: Current employment at organization, AfP members, survey 1.

**FIGURE 1** | Geographic areas of work, AfP members, survey 1

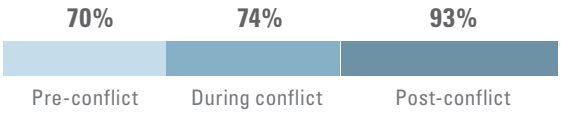



This project surveyed U.S.-based organizations, therefore every respondent has at least one office in the U.S., which explains the high level of response for organizations working in the United States.

**Geographic Areas of Work:** AfP members are active in 153 countries around the world, with 74 percent working in the Middle East and North Africa (see figure 1). Overall, Africa is the continent hosting the largest number of organizations.[27] Nearly two-thirds of AfP members have just one office while four organizations have more than 10 offices. Besides the United States, AfP members have offices in a total of 40 countries.[28]

**Context of Work:** AfP members work across the conflict spectrum, pre-conflict (70 percent), during conflict (74 percent), and post-conflict (93 percent), confirming their recognition of the relevance of peacebuilding work at all stages of the conflict cycle (see figure 2).

**FIGURE 2** | Work on the conflict spectrum, AfP members, survey 1



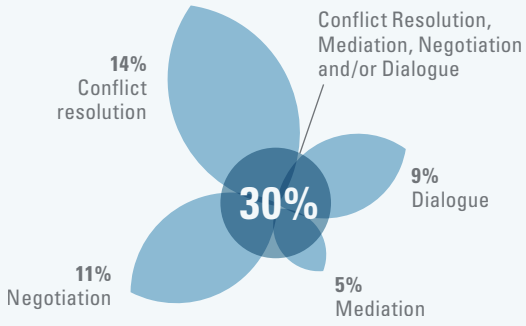

**Approaches to Peacebuilding:** Since all the respondents to the first survey consider themselves peacebuilders, the questionnaire sought to ascertain their understanding of and approaches to peacebuilding through their mission statements, areas of substantive focus, organizational expertise, methodologies, and other practices. These provide a fascinating profile of the richness and diversity of the US-based NGOs engaged in peacebuilding.[29]

27 See also appendix 2, chart A2.4: Geographic areas of work, AfP members, survey 1.

28 See appendix 2, chart A2.5: Total number of offices, AfP members, survey 1.

29 Since many of the questions were interlinked and the questionnaire allowed respondents to write in additional comments, the analysis inevitably involves some consolidation and interpretation.

**FIGURE 3** | AfP members' mission statements, peacebuilding processes, survey 1




**Organizational Mission:** The majority of the organizations provided explicit mission statements.[30] Using a content-analysis approach, we found that AfP members use the words "peace" and "conflict" most often in their mission statements, with 61 and 55 percent of the organizations, respectively, using these words.[31] Figure 3 illustrates the number of AfP members mentioning process-oriented conflict resolution approaches—conflict resolution, mediation, dialogue, and/or negotiation—in their mission statements. Thirty percent of all AfP members mentioned at least one of these terms. Moreover, 12 organizations (27 percent) included some form of the word "peace" in their names, with six using the actual term "peacebuilding."

**Sectors/Areas of Substantive Focus:** The survey asked about an organization's area of substantive focus, providing 20 options in addition to peacebuilding. AfP members listed three areas above all others: 86 percent named peacebuilding, 81 percent named conflict analysis and management, and 74 percent listed civil society promotion.[32] As seen in figure 4, after these top three areas, there is a steep dropoff, with the next group of substantive areas of focus garnering only lower percentages: governance and democracy support at 49 percent; women and gender at 44 percent; environment, human rights, transitional justice, development, and youth and children each at 37 percent. The remaining responses were spread across a number of fields, including agriculture and rural development, economic policy, health, humanitarian relief, micro-enterprise, and security sector reform, among others. This breakdown suggests the surprisingly rich range of sectors in which peacebuilding processes are being used, even among AfP members.

**Defining Peacebuilding:** Despite their central identity as peacebuilding organizations, half the members of AfP reported that they do not subscribe to an explicit definition of peacebuilding. Their reasons were diverse and often mirrored their institutional perspectives, such as:

- "Peacebuilding must be defined in context by people living in a conflict zone."
- "Due to the plurality of ... [the] academic environment, there is no definitive, shared definition of peace or peacebuilding."

**FIGURE 4** | Areas of substantive focus, AfP members, survey 1

| % | AREA OF FOCUS |
|---|---|
| 86 | Peacebuilding |
| 81 | Conflict Analysis and Management |
| 74 | Civil Society Promotion |
| 49 | Governance and Democracy Support |
| 44 | Women and Gender |
| 37 | Development |
| 37 | Environment |
| 37 | Human Rights |
| 37 | Transitional Justice |
| 37 | Youth and Children |

30 Five organizations did not provide mission statements but instead described their organization's work. See appendix 3, list A online for AfP members' mission statements.

31 Many of the organizations included information about their work and/or principles, values, philosophies, and methodologies, which was useful to cross-check responses to other questions.

32 See also appendix 2, chart A2.6: Current areas of substantive focus, AfP members, survey 1.

**FIGURE 5** | Key features of peacebuilding based on organization's work, AfP members, survey 1

| % | AREA OF FOCUS |
|---|---|
| 93 | Building Trust |
| 91 | Social Cohesion and Inclusion |
| 77 | Nonviolence |

**FIGURE 6** | Most effective approaches to peacebuilding based on organization's work, AfP members, survey 1

| % | AREA OF FOCUS |
|---|---|
| 72 | Reconciliation |
| 70 | Mediation |
| 70 | Socioeconomic Development |
| 67 | Negotiation |

A review of definitions provided by the remaining AfP members confirms that there is no universally accepted definition.[33] Although there are overlaps and complementarities, it is clear that the various definitions are informed by and reflect the mission of each organization. Respondents generally equated peacebuilding to their own area of work rather than framing their work within a larger conceptual or operational framework. This might explain the broad and fluid scope of peacebuilding as a field and the absence of a common paradigm.

### Key Strategies and Approaches to Work:

A review of AfP members' understanding of peacebuilding based on its key features, main approaches, relevant skill sets, and principles reveals a diverse and eclectic picture, with some identifiable patterns and practices. For example, when asked to list the key features of peacebuilding, 93 and 91 percent of respondents, respectively, cited building trust and social cohesion and inclusion as key features of peacebuilding, followed by nonviolence at 77 percent (see figure 5).[34] Fifteen organizations provided additional comments ranging from building micro and macro relationships and inclusive security to an all-encompassing view of peacebuilding as embracing all of these features.

When asked about the most effective approaches to peacebuilding, the more process-oriented conflict resolution approaches (mediation, negotiation, and reconciliation) received the highest scores, alongside socioeconomic development (see figure 6).[35] Sectoral approaches such as security sector reform, human rights and justice, and rule of law got somewhat lower responses. On areas of expertise and skill sets (as distinct from approaches), capacity building, training, and project implementation received the highest response rates.[36]

33 See section on Defining Peacebuilding earlier in the report.

34 See also appendix 2, chart A2.7: Key features of peacebuilding, AfP members, survey 1.

35 See also appendix 2, chart A2.8: Most effective approaches to peacebuilding, AfP members, survey 1.

36 See appendix 2, chart A2.9: Areas of peacebuilding expertise and skill sets, AfP members, survey 1. A review of the open-ended responses, however, reveals that organizations defined their expertise in different ways. Some defined it in terms of the sector in which they work (e.g., media) or the target group (e.g., youth, children, or women). Many defined it in terms of the services they provide (e.g., training, capacity building, leadership development, facilitation, convening, coaching, consultation, information sharing, advocacy, collaborative learning, cooperation and dialogue, mediation, negotiation, problem solving, and policy dialogue). These skills are not necessarily unique to peacebuilding; nonetheless, only a few organizations indicated how they related to peacebuilding.

**FIGURE 7** | Guiding principles of organization's peacebuilding work, AfP members, survey 1

| % | AREA OF FOCUS |
|---|---|
| 77 | Capacity Building for Conflict Management |
| 63 | Nonviolent Conflict Transformation |
| 51 | Peace Education |
| 40 | Empowerment of Women |
| 40 | Do No Harm |
| 37 | Conflict-Sensitive Development |
| 35 | Human Security |
| 35 | Justice and Rule of Law |

Perhaps most notably, when respondents were asked to name the principles of their peacebuilding work, 77 percent named capacity building for conflict management, while 63 percent named nonviolent conflict transformation, and 51 percent listed peace education. The next most frequently named categories were "do no harm" and empowerment of women, both at 40 percent. Conflict-sensitive development followed at 37 percent, then human security and justice and rule of law at 35 percent (see figure 7). However, the open-ended answers were even more revealing since the answers corresponded to each organization's particular niche or mandate rather than to a generic principle, for example:

- "use of higher education as a platform for shifting paradigms related to peace and conflict,"
- "mainstreaming coexistence work into all aspects of the work of public government, corporations, and NGOs,"
- "empowerment of youth,"
- "health, food, security, and governance,"
- "deep democracy," and
- "women's leadership."

These responses paint a portrait of peacebuilding as a rich repertoire of diverse initiatives that is nonetheless difficult to define with any degree of uniformity.[37]

**Partnerships:** Recognizing the importance of collaboration for effective peacebuilding, AfP members were asked about their partners both in the United States and abroad, and the levels at which they worked. Other civil society organizations were by far the most commonly cited partners. Respondents named 39 different organizations as key collaborators in their peacebuilding work. Of these:

- 16 might be classified as academic or research organizations,[38]
- 11 as NGOs (mainly large international development NGOs),
- 4 as civic associations or educational NGOs,
- 3 as advocacy organizations,
- 2 as funders,
- 1 as a consulting organization, and
- 2 that each fit into its own category: the US Conference of Catholic Bishops and the United States Institute of Peace.

The types of partnerships that peacebuilding organizations maintain with other groups roughly fall into the following categories:

- partnerships with local organizations that are the implementing agencies (these were rarely characterized as donor relationships),
- horizontal relationships with fellow specialist organizations (including, in one case, a specialist organization based in the host country),
- horizontal relationships with fellow academic institutions,

37 The survey itself did not adequately distinguish between various questions in gauging the respondents' operationalization of peacebuilding in their work. As a result, there was considerable cross-over between different questions (including the open-ended responses) in terms of respondents' areas of work, guiding principles, activities, sectors, and functions.

38 Including a few think tanks that could be described as "think and do tanks."

- recipient relationships with private donors or donor governments, and
- contractual relationships with clients who are employing the respondents to provide expertise.

These results shed light on a rich variety of partnerships and types of partner organizations.[39] One organization even indicated that in 2010 it worked with around 1,250 local partners.

### Challenges to Effective Peacebuilding:

AfP members seem well attuned to the challenges confronting peacebuilding. Inadequate financial resources (81 percent), lack of political will internationally (61 percent), and the domestic political environment (51 percent) topped the list of concerns. However, AfP members also identified a wide range of policy, implementation, and knowledge deficits (such as hidden political agendas, donor budget cycles, and the micro-macro gap) as hampering peacebuilding.[40]

In short, although a relatively small group, AfP members represent the diversity of the US-based nongovernmental peacebuilding community in terms of their organizational characteristics as well as the range of tools, approaches, and methodologies they employ. While 30 percent of AfP members are involved in traditional conflict resolution processes, they are not significantly different from their counterparts in other sectors, as was reflected in the second survey.

39 See appendix 2, chart A2.10: Level of society at which organizations work within the United States and in conflict contexts, AfP members, survey 1; and chart A2. 11: Main groups with which organizations work, AfP members, survey 1.

40 See appendix 2, chart A2.12: Challenges facing the peacebuilding field at present and for its future development, AfP members, survey 1.

# PROFILE OF RELATED SECTORS
## SURVEY 2

The second survey was of a larger pool of organizations working in sectors relevant to peacebuilding.[41] As with AfP members, they are a diverse group in terms of their organizational profile. On the whole, they represent longer-lived and better-endowed organizations in terms of their human and financial resources. The sectors in which they work frequently adjoin the more traditional, conflict resolution-related sectors in which many AfP members work. What is particularly interesting about these organizations is that 56 of them also consider themselves peacebuilders, while 15 do not. The main difference between these two subgroups does not lie in their organizational profile but in their areas of focus. We, therefore, present their combined organizational profile below, followed by a differentiated analysis of their substantive areas of work and methodologies.

### All Survey 2 Respondents

**Organizational Profile:** The 75 respondents include academic institutions, social enterprise organizations, foundations, faith-based NGOs, and dialogue groups. Fourteen academic institutions represent the largest single group making up 19 percent of the respondents. US-based NGOs, faith-based NGOs, and advocacy organizations are the next largest groups (17, 16, and 13 percent, respectively). The large majority (69 percent) were founded during the ending decade of the Cold War in the 1980s and after.

**Financial Resources:** The annual budgets of the 75 organizations vary from five organizations operating on less than $50,000 to six organizations with budgets exceeding $50 million annually. Twenty-two percent make up the largest category, operating on a budget between $500,001 and $1.5 million annually.[42]

**Human Resources:** Human resource capacities range widely, with one organization employing 40,000 full-time staff. Forty percent of organizations operate on 25 or fewer staff members, including interns, while 23 percent operate on 10 or fewer staff members.[43]

41 Seventy-five organizations responded to the questionnaire; however, four did not answer all the questions.

42 See appendix 2, chart A2.13: Annual budgets, all survey 2 respondents.

43 See appendix 2, chart A2.14: Current employment at organization, all survey 2 respondents.

**FIGURE 8** | Geographic regions of work, all survey 2 respondents


This project surveyed U.S.-based organizations, therefore every respondent has at least one office in the U.S., which explains the high level of response for organizations working in the United States.

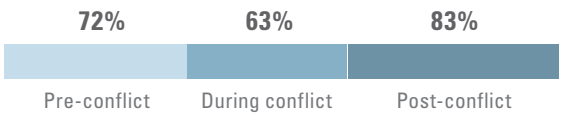
**Geographic Regions of Work:** Of the 71 organizations that answered this question, 52 percent work in East Africa and 51 percent work in the Middle East and North Africa (see figure 8). Each region, with the exception of Australia, New Zealand, and the Pacific Islands, has at least 10 organizations working in it.[44] Nearly half the organizations have at least one office abroad.[45]

**Working in Conflict Settings:** As with AfP members, respondents work across the conflict spectrum: pre-conflict (72 percent), during conflict (63 percent), and post-conflict (83 percent). See figure 9.

44 See also appendix 2, chart A2.15: Geographic regions of work, all survey 2 respondents.

45 See appendix 2, chart A2.16: Total number of offices, all survey 2 respondents.

**FIGURE 9** | Work on the conflict spectrum, all survey 2 respondents




**WHAT IS PARTICULARLY INTERESTING ABOUT THESE ORGANIZATIONS IS THAT 56 OF THEM ALSO CONSIDER THEMSELVES PEACEBUILDERS, WHILE 15 DO NOT**

## Subgroup A: Self-Identified Peacebuilding Organizations[46]

As we noted earlier, the organizations in the second survey, while similar in terms of organizational profile, differ in their areas of work and methodologies. We therefore analyze them in two subgroups to gain insights into the broadening and deepening of the peacebuilding field with the engagement of organizations working in similar or parallel areas.[47]

**Organizational Mission:** Similar to AfP members, organizations that self-identified as peacebuilders use the word "peace" most often in their mission statements.[48] However, the percentage is only 36 percent compared with 61 percent of AfP members. Twenty-one percent of respondents included some variation of the word "peace" in their organization's name.

Interestingly, when we searched the mission statements for words related to conflict-related processes, only 9 percent mentioned at least one of these processes (compared with 30 percent of AfP members).[49] Additionally, the word "conflict" was used by only 29 percent compared with 55 percent of AfP members. As described below, however, peacebuilding and conflict resolution are still present in these organizations' sectoral areas of work and in the programs they implement.[50]

**FIGURE 10** | Sectoral areas of work of self-identified peacebuilding organizations (subgroup A), survey 2

| % | AREA OF FOCUS |
|---|---|
| 70 | Peacebuilding |
| 61 | Conflict Prevention |
| 54 | Women |
| 43 | Democracy and Governance |
| 43 | Development |
| 43 | Human Rights |
| 43 | Human Security |
| 43 | Youth |

**Sectors of Work:** In addition to peacebuilding, the survey instrument included 20 specific sectors and the option to add other sectors. As shown in figure 10, 70 percent identified their sectoral area of work as peacebuilding, followed by conflict prevention at 61 percent.[51] Women came in at 54 percent, and development, human rights, democracy and governance, youth, and human security each came in at 43 percent—figures roughly similar to those for comparable categories in the first survey.[52]

Perhaps the most interesting finding is that while these self-identified peacebuilders see peacebuilding and conflict resolution as discrete sectors, they also see peacebuilding as a set of principles and practices within these other sectors. Thus, they consider peacebuilding as both a sector and a lens or a set of principles that shapes the context in which they work.

46 See appendix 1, list B for a list of self-identified peacebuilders, also referrred to as subgroup A.

47 Since there was no guarantee that the organizations receiving the second survey were necessarily involved in peacebuilding, the response options were generic but not significantly different from the methodologies employed by peacebuilding organizations.

48 Unlike the first survey, respondents to the second survey were not asked to provide their mission statements. Instead, this information was collected from their organization websites and analyzed by the research team.

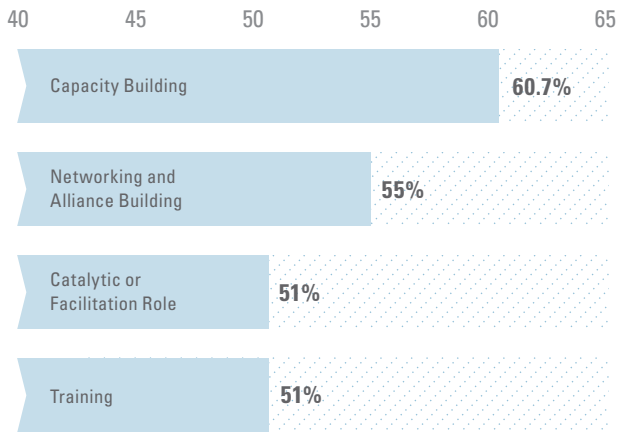
49 Several processes inherent to conflict resolution include negotiation, mediation, conflict transformation, and dialogue.

50 See appendix 3, list B online for mission statements of self-identified peacebuilding organizations (subgroup A).

51 See also appendix 2, chart A2.17: Sectoral areas of work of self-identified peacebuilders (subgroup A), survey 2.

52 This may indicate that respondents to the first survey were simply more prone to categorizing their work as peacebuilding than those in the second survey, even as the distribution across other sectors remained broadly similar.

**FIGURE 11** | Strategies of work of self-identified peacebuilding organizations (subgroup A), survey 2




**Strategies and Approaches to Work:** The respondents use an impressive range of approaches including civil society support, conflict analysis, and conflict prevention.[53] Figure 11 shows the strategies of work, which include capacity building, networking and alliance building, training, and catalytic or facilitation roles.[54] If this larger subgroup of respondents in the second survey is heavily engaged in networking and alliance building in particular, these capabilities can and should be increasingly harnessed in support of the peacebuilding field itself.

**Organizational Projects:** A content analysis of the projects of self-identified peacebuilders[55] shows that dialogue is the most commonly used keyword; however, other peacebuilding processes are also mentioned. This coincides with the finding that these organizations consider their work peacebuilding and therefore the projects they undertake reflect a combination of traditional peacebuilding and related areas of work.

53 See appendix 2, chart A2.18: Approaches to work of self-identified peacebuilders (subgroup A), survey 2.

54 See also appendix 2, chart A2.19: Strategies of work of self-identified peacebuilders (subgroup A), survey 2.

55 As extracted from the organizations' websites.

**Organizational Challenges:** Seventy percent of the respondents considered inadequate financial resources as the single largest challenge in working in conflict contexts. While this starkly outweighed all the other options, challenges such as diversity, number, magnitude of regions and projects that require attention, and foreign government political and policy environment had high response rates. Other challenges volunteered by respondents included xenophobia, racism, sexism, and other forms of biases, as well as issues of security for workers.[56]

However, it is notable that very few of these organizations identified lobbying or other tactics to raise public awareness of the fundamental and expansive purposes of their work, which was a more common response from organizations that do not self-identify as peacebuilders.

**Partnerships:** When aggregated, the respondents listed a total of 151 strategic partners.[57] These can be classified into the following types:

- international organizations (other than the United Nations);
- United Nations
- national governments;
- departments or ministries of national governments;
- think tanks/research institutes;
- universities;

56 See appendix 2, chart A2.20: Challenges facing self-identified peacebuilders (subgroup A) in conflict contexts, survey 2.

57 The second survey asked respondents to list up to five organizations they considered as strategic partners. A number of respondents named the same partner organizations and therefore the number 151 was derived after eliminating duplication. There are problems of comparability since the respondents used different levels of specificity. For example, some listed merely "the UN" or "UN agencies" while others specified, for example, UN Women or UNDP. For purposes of this analysis, the United Nations and its agencies were treated as one overarching organization, meaning that responses of "UN" or any type of UN agency were counted as duplicates. These responses, by far, accounted for the bulk of duplicates. The rest of the responses revealed a wide variety of partner organizations.

- US-based NGOs;
- host country-based NGOs;
- grassroots NGOs (as distinct from large NGOs);
- social movements or bodies representing social movements;
- religious denominations or structures;
- foundations;
- private businesses and/or consulting firms;
- educational organizations; and
- advocacy organizations.

The broader point is that apart from the United Nations, as noted above, almost no partner organization was named by more than one respondent.[58] This means that the universe of partner organizations, far from being a thickly woven network, is considerably dispersed.[59]

When asked to characterize their partnerships, 82 percent of respondents listed donors as partners, and 69 percent stated that they have partnerships with organizations that are specialists in the same fields as themselves. Fifty-nine percent stated that they have partnerships with academic institutions, and 53 percent said that local organizations (implementing agencies) are their partners.[60]

### Subgroup B: Organizations that Do Not Self-Identify as Peacebuilders[61]

When participants in the second survey were asked if their organization considers itself a peacebuilding organization, 15 organizations gave a negative response. While this subgroup is quite small and does not lend itself to the same level of analysis as AfP members or second survey respondents overall, it is interesting to note that among the 15 organizations that do not identify as peacebuilders, 11 indicated that they have ongoing programs directly related to peacebuilding. This perhaps illustrates the reality that organizations working in conflict contexts have increasingly had to take on peacebuilding tasks alongside their core mandates.

**Organizational Mission:** The mission statements of this group reflect the fact that they do not consider themselves peacebuilders. The most frequent term, used by 40 percent of respondents in their mission statements, is some variation on the word "prevent." However, "prevention" is not used exclusively in relation to conflict but also with regard to famine, starvation, and disease, which are key elements of structural conflict prevention. The next most used words are peace, security, and conflict, each used by 20 percent of the organizations. Of the organizations that use some form of the word "peace" in their mission statements, none include the actual term "peacebuilding."[62] Despite the fact that many of these organizations have peacebuilding programs, only one mentioned any of the key traditional conflict resolution processes in its mission statement.

**Sectors of Work:** For organizations that do not self-identify as peacebuilders, the top three sectors of work are development, health, and human rights, which distinguish them from the subgroup A as well as from members of AfP.[63]

58 The exception is the United States Institute of Peace, which was named by three respondents.

59 Further research employing social network analysis techniques could shed more light on the nature of these connections.

60 See appendix 2, chart A2.21: Organization of partnerships of self-identified peacebuilders (subgroup A), survey 2.

61 See appendix 1, list C for a list of organizations that do not self-identify as peacebuilders, also referred to as subgroup B.

62 See appendix 3, list C online for mission statements of organizations that do not self-identify as peacebuilding organizations (subgroup B). Additionally, four organizations did not complete the survey and therefore did not indicate if they are peacebuilding organizations. Their mission statements are presented in appendix 3, list D online.

63 See appendix 2, chart A2.22: Sectoral areas of work of organizations that do not self-identify as peacebuilders (subgroup B), survey 2.

**Strategies and Approaches to Work:** Similar to the other survey respondents, members of this subgroup also employ the following strategies in their work: networking and alliance building, training, catalytic or facilitation role, and capacity building (see figure 12).[64] Most respondents (53 percent) use civil society support as the primary approach in their work. It is important, however, to note that none of the organizations in this subgroup reported using the following approaches: societal reconciliation, psychosocial healing, reconciliation, and conflict-sensitive development (see figure 13).[65]

These findings further indicate that while these groups do not consider themselves as peacebuilders, when asked to list the strategies of work, the dominant responses comprised critical strategies such as networking, alliance building, training, facilitation, and capacity building, which are also used by peacebuilding organizations.

## Conclusion on Survey Findings

The US-based nongovernmental peacebuilding community is diverse and eclectic—defying efforts to conclusively define the scope and boundaries of the field. The overriding conclusion of this report is that there are different ways of understanding peacebuilding: as a profession, a sector, and a lens for work in other areas. For the field to evolve to Peacebuilding 2.0, there needs to be greater collaboration and cross-pollination between these different understandings of peacebuilding as well as their effective application in different conflict contexts.

**FIGURE 12** | Strategies of work of organizations that do not self-identify as peacebuilders (subgroup B), survey 2

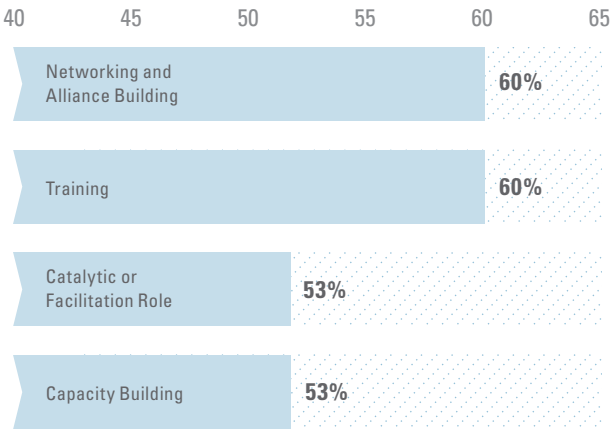



**FIGURE 13** | Peacebuilding approaches employed by organizations that do not self-identify as peacebuilders (subgroup B), survey 2

| % | AREA OF FOCUS |
|---|---|
| 53 | Civil Society Support |
| 27 | Democratic Engagement |
| 27 | Good Governance |

| RESPONSE COUNT | AREA OF FOCUS |
|---|---|
| 0 | Conflict-Sensitive Development |
| 0 | Psychosocial Healing |
| 0 | Reconciliation |
| 0 | Societal Reconciliation |

64 See also appendix 2, chart A2.23: Strategies of work of organizations that do not self-identify as peacebuilders (subgroup B), survey 2.

65 See also appendix 2, chart A2.24: Approaches to work of organizations that do not self-identify as peacebuilders (subgroup B), survey 2.

# Implications and Recommendations

## Embracing a Larger Community of Practice to Amplify the Strength of Peacebuilding

This report makes amply clear that peacebuilding is a much larger community of practice than the relatively small "core" of dedicated peacebuilding professionals working on nonviolent conflict resolution and transformation. While conceptually the links between peacebuilding activities in related sectors seem easy to grasp, in practice, practitioners working on peacebuilding in different sectors too often do not have easy ways of communicating or collaborating. The larger community of practice remains deeply siloed, with relatively few actors able to move easily between disciplines. For example, at the time of the survey, none of the 75 respondents to the second survey was a member of the Alliance for Peacebuilding—the key umbrella organization for peacebuilders.[66]

This lack of communication and collaboration has serious consequences. First, a great deal of cumulative impact and knowledge is lost without sharing experiences, best practices and information about peacebuilding across sectoral lines. Second, political impact wanes. Furthermore, scarce financial resources create competition for funding and reduce the incentives for collaboration within the field. The nonprofit sector is tiny in both size and resources compared with for-profit contractors, private industry, the military, and other actors in the conflict space. The nonprofit sector needs to join together to augment impact and magnify its collective voice. Staying in narrow and limiting sectors only weakens its overall impact. Finally, the field risks losing valuable opportunities for working together on the ground, in conflict areas, to create more sustainable peace across the conflict spectrum.

It would not be difficult to develop a more cohesive and expansive field of peacebuilding without watering down core principles (like "do no harm" or fair process) or diminishing standards of practice. Joining one another's umbrella organizations is a start, whether the Alliance for Peacebuilding, InterAction, or related platforms in other fields. We must attend each other's conferences, read each other's literature, and connect in the field. We must develop joint planning exercises

**THE FIELD RISKS LOSING VALUABLE OPPORTUNITIES FOR WORKING TOGETHER ON THE GROUND, IN CONFLICT AREAS, TO CREATE MORE SUSTAINABLE PEACE ACROSS THE CONFLICT SPECTRUM.**

66 Note, however, that three of the second survey organizations have since joined the Alliance for Peacebuilding.

**WE MUST WORK TO BRIDGE EASILY IDENTIFIABLE GAPS WITHIN THE LARGER COMMUNITY OF PRACTICE, WHICH SEEM POLITICALLY RIPE FOR RESOLUTION**

in areas of conflict where complementary expertise is essential. We must become "multilingual" to master terminology that might, on the surface, prevent related fields from communicating. Finally, we must work to bridge easily identifiable gaps within the larger community of practice, which seem politically ripe for resolution, such as the relative lack of communication and coordination between groups working on conflict prevention and organizations focusing on the prevention of mass atrocities.

Moreover, US-based peacebuilding organizations need to be more effectively linked to the wider international peacebuilding community. The UN Peacebuilding Community of Practice, Global Partnership for the Prevention of Armed Conflict, the Geneva Peacebuilding Platform, the European Peacebuilding Initiative, and the West Africa Network for Peacebuilding are all natural partners and allies that struggle with the same challenges that we do. Thus, joining forces with them to address common challenges is an obvious, and relatively low-cost, imperative.

## Recognizing Peacebuilding as a Profession, a Community of Practice, and a Lens

It has become clear that peacebuilding is simultaneously developing as a dedicated profession, as a larger community of practice, and as a broader lens through which practitioners in many fields approach their work in conflict zones. This lens takes the form of conflict-sensitive approaches in sectors ranging from health, development, democracy building, education, women's empowerment, and security sector reform to the numerous other sectors in fragile and chaotic conflict environments.[67] Actors in conflict zones are increasingly recognizing that every action within a fragile, chaotic environment can serve to either reduce or augment violence, often in ways that are very difficult to ascertain in advance. Decisions about where to place water wells, what textbooks to use in schools, where to house health clinics, how to introduce microfinance to women, all have the potential to either fan the flames of violence or help quell potential conflict. Even organizations that do not consider themselves peacebuilders are increasingly recognizing the relevance of this conflict lens and are attempting to carry out their work in ways that will, at a minimum, not aggravate tensions and, at best, lead to increased capacity for peace.[68]

In many ways, this evolution is similar to the growth of the "green" movement over the past 40 years. Whereas the environmental movement began as a group of core activists and scientists working to develop new models of sustainability and advocating for legislative change, the field has expanded to such a degree that "green" practices are now woven into the fabric of innumerable areas of life and commerce. Environmentalism is not only a profession but also a philosophy of "do no

67 The development community has been an early adopter of a conflict lens in its championing of conflict-sensitive development.

68 For an elegant elaboration of "do no harm" principles, see Anderson (1999).

harm" to the environment that extends far beyond any individual sector and into the deepest corners of culture and commerce.

We predict that peacebuilding will become an equally far-reaching lens, embedded into social change at all levels of intervention. The Alliance for Peacebuilding can help generate this social movement by working with a wide range of social sectors on accessible messaging for peacebuilding and principles of "do no harm." Educating students on the principles of peacebuilding from elementary school through college will help drive conflict-sensitive practices into areas that might never traditionally associate with the core of the field. Working with corporations on "branding" for peace and developing other nontraditional partnerships to help spread the idea of conflict sensitivity in unfamiliar spaces might also contribute to developing conflict-sensitive practices.

## Systems Approach Needed for Real Impact

The real revolution in peacebuilding will occur when actors in all the fields related to human security can collaborate in a true "whole of community" approach. Rather than focusing on micro-level interventions, a systems approach to peace allows for macro-level planning and cumulative impact. Systems theory can be distilled to the study of "wholeness"—the idea that interventions do not take place in a vacuum but within a system in which every action has an effect on every other part of the system (Ricigliano 2012).

Systems thinking provides crucial new insights for the peacebuilding community and helps foster more cohesive and sustainable approaches to work in chaotic settings. This approach suggests that conflict situations are complex organisms, where each and every intervention can have a catalytic effect on the entire conflict environment. Systems thinking asserts that there is often a gap between individual interventions and "peace writ large," since individual interventions do not often occur at the most effective leverage point in a conflict system. By contrast, if peacebuilding actors were to think systemically, they would map the system in which they were operating, identify key points of leverage for intervention, and then coordinate across the wide range of actors for more collective impact. The ability to recognize patterns within a changing complex situation and to coordinate at the whole-of-community level promises to provide a fundamental shift in the effectiveness of peacebuilding (Ricigliano 2012).

Improved communication and coordination within the larger peacebuilding community of practice will serve as an important bridge for better datasharing and interaction, potential joint action, and learning among entire sectors currently working independently, and often at cross purposes, in zones of conflict. Embracing new technologies such as crowd sourcing, geographic information systems mapping, and Ushahidi-type platforms will make the job of coordinating in conflict zones much easier, thus facilitating one of the most important elements of Peacebuilding 2.0. This improved communication and collaboration for greater impact could be the first steps toward a more systemic approach to peace.

## Measuring Success

Just as the peacebuilding field has become more nuanced and sophisticated in the last decade, so have the methods, tools, and vehicles it uses to measure impact and success. These include the Learning Portal for Design, Monitoring and Evaluation in Peacebuilding, the Organization for Economic Cooperation and Development—Development Assistance Committee (OECD-DAC) evaluation guidelines, the CDA Collaborative Learning Projects' Toolbox, Church and Roger's Designing for Results, and the individual indicator databases and toolkits

from NGOs that focus on working in conflict-affected settings.[69] Additionally, "whole of community" conversations on the field's evaluation practices and principles are occurring, translating into a real-world system in which these practices and principles interact.[70]

Despite this progress, however, further improvements need to be made on structures currently in place that support or hinder good evaluation practices and learning at the organizational and aggregate field levels. The latter will be particularly important as the peacebuilding field expands its scope and presence in the international development field. On a technical level, measuring the success of interdisciplinary ventures is more difficult than tracking change within a narrower sectoral sphere. As peacebuilding moves into other sectors and becomes a larger community of practice, the evaluation methods and structures currently in place will need to move and shift as well. This may include using unfamiliar techniques, learning from peer fields, and even changing the structure of relationships among stakeholders in the field. As daunting as this may sound, peacebuilding funders, implementers, practitioners, and analysts have been consistently willing, as seen during the Peacebuilding Evaluation Project, to learn from each other, refine their tools, and work toward better proof and practice.

69 Learning Portal for Design, Monitoring and Evaluation (DM&E) in Peacebuilding, available at http://dmeforpeace.org (accessed on August 16, 2012); OECD (2008); Church and Rogers (2006); Lederach, Neufeldt, and Culbertson (2007); Catholic Relief Services (2010); Allen Nan (2010); and Ross and Rothman (1999).

70 In addition to the communities of practice that arise, conversations among funders, practitioners, and analysts include the Peacebuilding Evaluation Project. Started by USIP and AfP in 2010, the initiative has resulted in joint consensus and learning on the evaluation challenges of the field as outlined in Blum (2011), Kawano-Chiu (2011), and the report learnings from the first Peacebuilding Evaluation Evidence Summit at USIP in December 2011 in Washington, DC published in Blum and Kawano-Chiu (2012).

**PEACEBUILDING HAS A DEEP AND PASSIONATE FOLLOWING AMONG STUDENTS AT THE HIGH SCHOOL AND COLLEGE LEVELS.**

## Implications for the Education of a New Generation

Peacebuilding has a deep and passionate following among students at the high school and college levels. Students can now major in peace studies at the undergraduate and the certificate levels, and graduate programs in peace studies are proliferating.[71] George Mason University in Virginia now has one of the few programs in the world elevated to a degree-granting School for Conflict Analysis and Resolution (S-CAR), a trend we predict will become more pronounced in the broader field of peace and conflict studies. The USIP report on the growth of graduate-level programs in peace and conflict resolution explains that this expansion in academic programs correlates with the overlapping nature of peacebuilding practices across sectors and a gradual recognition by agencies of the importance of peacebuilding in their work (Carstarphen et al. 2010).

However, even with this emerging awareness of conflict-sensitive skill sets, very serious questions still exist about the current disjuncture between the appetite of students for nonviolent social transformation, the

71 Peace studies and conflict resolution, which once were separate areas of study, have now become almost analogous in many academic settings.

increasing number of graduate programs, and the small number of jobs available in the core peacebuilding community. Furthermore, several studies indicate that there is a significant gap between the skill sets desired by employers and the training offered within these graduate programs. The same USIP report argues that this disconnect arises out of the inadequate instruction and experience in program management and fieldwork by these students and their respective programs. In order to close this gap, employers and graduate institutions must better collaborate to prepare higher quality candidates for the field (Carstarphen et al. 2010).

Identifying stronger links between theory and practice at the graduate level might begin to address the disparities between an eager new generation and the needs of employers. Additionally, there should be a greater awareness of the capacity for students to employ their skills in broader areas of work in fields related to peacebuilding.[72] Both these measures will foster a more holistic field of professionals working to achieve the same goals. However, we need to think further about how students can translate their skills into these broader fields and use their education to help provide a conflict lens and peacebuilding perspective in multiple areas of social change.

One potential avenue is the UN-led initiative on International Civilian Capacities, which promises to strengthen the international community's support for peacebuilding through a wide range of civilian activities that pertain specifically to the country or region in conflict. Jean-Marie Guéhenno, the head of the UN Senior Advisory Group for the Review of International Civilian Capacities, addressing the UN Security Council, explained the importance of this initiative, "Conflict-affected countries have increasingly specialized needs, in fields that vary from natural resources management in Liberia to land management in Darfur. The UN cannot hope to fill all these from its own ranks" (UN News Centre 2011).

Again, the environmental field provides an instructive analogy. Students graduating with technical or social science degrees in the environmental area do not necessarily move into jobs focusing strictly on environmental protection. They can choose to work in organizations dedicated strictly to environmental issues, but they are just as likely to work in corporations, law firms, factories, municipal governments, schools, the military, or NGOs. Similarly, peacebuilding graduates are beginning to work in a broad range of related fields, bringing to their work the perspective of peacebuilding but operating in a different context.

Furthermore, majors that combine peacebuilding with other sectoral areas may become increasingly popular. Leaders in the peacebuilding community must train students to look farther ahead after school and simultaneously send a message to employers in related fields that students graduating with peacebuilding skills can be tremendously valuable assets.

72 The sectors represented in our second survey.

# Conclusion

Peacebuilding 2.0 recognizes that the field is not a single silo of peacebuilding actors but rather a rich mosaic of interlocking institutions whose work in concert can be far more effective than any single organization working alone.

Peacebuilding 2.0 encompasses new ideas of "wholeness" and systems thinking and envisions harnessing technology in creative and innovative ways in order to share data and information in conflict zones. Under Peacebuilding 2.0, organizations must learn to speak each other's language and understand each other's modalities for intervening in conflict to find new ways of collaborating for greater impact. Yet, we still need to learn a great deal about the theory and practice of these new, cross-sectoral practices. Universities must cross their own disciplinary lines, and practitioners must reach outside their comfort zones, to find creative paths toward peace in volatile regions. Even groups working outside the peacebuilding field must use a conflict lens to examine all their interventions in fragile situations, ensuring that they "do no harm" while doing good. Whether describing a development organization that builds water systems using a consensus process among village leaders or a doctor who makes sure that a polio vaccination program does not stir up resentment or political violence, Peacebuilding 2.0 offers an expansive vision for change.

Note, however, that this report focuses on the US peacebuilding field and barely scratches the surface of the *international* peacebuilding community, which, of course, intersects with a vast range of other regional and international organizations. Questions of how international peacebuilding organizations align their interests and collaborate with local civil society organizations in conflict zones constitute fertile ground for study. Furthermore, analysis of how the international peacebuilding field—writ large—intersects with global, regional and local actors would offer fruitful insight into the shape of the global peacebuilding community. An important component of Peacebuilding 2.0 will be the coordination of this larger community, with a special focus on how international civil society meshes with local peacebuilding efforts in conflict areas around the world.

In the meantime, the US peacebuilding community has much work to do in restructuring its practices and aligning its ambitions to achieve the substantive impact envisioned in Peacebuilding 2.0. In addition to the

conceptual challenges of coordinating joint action and shifting to a more systemic approach to peacebuilding, the field faces more practical challenges, especially in the areas of funding and advocacy.

Scarcity of resources is a very serious obstacle in the peacebuilding field. Peacebuilding 2.0 will be effective and sustainable only if there is ample funding to support the expensive and time-consuming process of coordinating action across a wider cross-section of practice. Addressing this funding scarcity requires joint advocacy, creative methods to request or seek funding from new and traditional donors, linking with the energy and resources of the private sector, and joint fundraising (as opposed to competing for scarce resources in the field).

For Peacebuilding 2.0 to become a reality, the US peacebuilding field—and its allies around the world—must not only embrace a more expansive and coordinated vision of its community but also advocate strongly for the importance and relevance of peacebuilding in policy circles and among citizens far removed from Washington politics. Peace has taken on a somewhat negative connotation in Washington, with peacebuilding increasingly being dismissed as a utopian vision in a world dominated by a counterterrorism narrative. The peacebuilding field needs strong proponents to deliver the message that peace is a deeply held core value of the United States and that peacebuilding delivers concrete, achievable, and measurable results in conflicts that pose significant threats to human and global stability. An expanded field, joined by dedicated citizens with a vision for peace, has the power to create positive social change in the most unstable conflict zones around the world and to help citizens in those regions attain their own dreams for a peaceful and sustainable future.

Peacebuilding 2.0 presents a powerful vision for joint action and a shared future. Join us in the mission to make Peacebuilding 2.0 a strong and vibrant force for resolving deadly violence, thereby creating sustainable communities where peace takes a just, sure, and lasting hold.

**AN EXPANDED FIELD, JOINED BY DEDICATED CITIZENS WITH A VISION FOR PEACE, HAS THE POWER TO CREATE POSITIVE SOCIAL CHANGE IN THE MOST UNSTABLE CONFLICT ZONES AROUND THE WORLD.**

# Appendix 1 Survey Respondents

**Appendices 2-8 available online at www.allianceforpeacebuilding.org/pmp**

## A. AfP Members, Survey 1

3P Human Security

Alan B. Slifka Program in Intercommunal Coexistence, Brandeis University

Alliance for Conflict Transformation

Alliance for Peacebuilding

American Friends Service Committee

BoldLeaders

Bridgeway Group/The

Catholic Relief Services

CDA Collaborative Learning Projects

CDR Associates

Center for Citizen Peacebuilding, University of California, Irvine

Center for Global Affairs, New York University

Center for Global Health and Peacebuilding

Center for Justice & Peacebuilding, Eastern Mennonite University

Conflict Information Consortium, University of Colorado

Conflict Resolution Institute, University of Denver

Consensus

Global Process Institute

HasNa, Inc.

Institute for Economics and Peace

Institute for Horn of Africa Studies and Affairs

Institute for Inclusive Security/The

Institute for Multi-Track Diplomacy/The

Institute of World Affairs

Institute of World Affairs, University of Wisconsin-Milwaukee

International Peace and Conflict Resolution Program, American University

Joan B. Kroc Institute for Peace & Justice, University of San Diego

Karuna Center for Peacebuilding

Kroc Institute for International Peace Studies, University of Notre Dame

Lincoln Institute/The

Mediators Beyond Borders International

Mercy Corps

Partners for Democratic Change

Peace Alliance/The

Peace X Peace

Program for the Advancement of Research on Conflict and Collaboration, Syracuse University

Program on Negotiation, Harvard Law School

Project on Justice in Times of Transition/The

Project on Leadership and Building State Capacity, Woodrow Wilson International Center for Scholars

Public Conversations Project

Quaker United Nations Office, New York

RESOLVE, Inc.

The School for Conflict Analysis and Resolution, George Mason University

Search for Common Ground

## B. Self-Identified Peacebuilders (Subgroup A), Survey 2

Amala Foundation

Ashoka

Asylum Access

Carter Center/The

Catholic Charities USA

Center for Education in Law and Democracy

Center for Global Peace and Conflict Studies, University of California, Irvine

Center for International Security and Cooperation, Freeman Spogli Institute for International Studies, Stanford University

Center for Unconventional Security Affairs, University of California, Irvine

CHF International

Christian Peacemaker Teams

Christian Reformed World Relief Committee

Concern America

Conflict Prevention and Peace Forum, Social Science Research Council

Conflict Resolution Program, Georgetown University

Conflict and Dispute Resolution Program,University of Oregon, School of Law

El-Hibri Charitable Foundation

Enough Project, Center for American Progress

Fellowship of Reconciliation

Friends Committee on National Legislation

Future Generations

Global Centre for the Responsibility to Protect, Ralph Bunche Institute for International Studies, CUNY

Global Fund for Women

Global Peace Initiative of Women/The

Harvard Humanitarian Initiative, Harvard University

Henry L. Stimson Center/The

Human Friends International Inc.

Humanity United

Interfaith Peacebuilding and Community Revitalization Initiative/The

International Peace and Conflict Resolution Program, Arcadia University

Institute for Resource and Security Studies

Institute for State Effectiveness/The

Institute for the Study of Conflict Transformation, Inc./The, School of Law at Hofstra University

Institute for Sustainable Peace/The

International Association for Public Participation

International Civil Society Action Network

International Institute for Sustained Dialogue

International Peace & Security Institute

Mennonite Central Committee

Metta Center for Nonviolence

Program on Justice and Peace, Georgetown University

Outward Bound Center for Peacebuilding

Pact, Inc.

Parliamentarians for Global Action

PeacePlayers International

Plant with Purpose

Project on International Courts and Tribunals

Stop Hunger Now

Teachers Without Borders

United Nations Association of the United States of America

Unitarian Universalist Service Committee

United Methodist Committee on Relief

United to End Genocide

Women in International Security, Center for Strategic and International Studies

Women's International League for Peace and Freedom: U.S. Section

World Vision International

### C. Organizations that Do Not Self-Identify as Peacebuilders (Subgroup B), Survey 2

Auschwitz Institute for Peace and Reconciliation/The

Convergence, Center for Policy Resolution

Center for Preventive Action, Council on Foreign Relations

German Marshall Fund of the United States/The

Hunger Project/The

International Environmental Data Rescue Organization

International Rescue Committee

International Stability Operations Association

Nuclear Threat Initiative

One Economy Corporation

Pathfinder International

Peace & Conflict Studies Program, Swarthmore College

Population Action International

Social Science Research Council

Trickle Up

### D. Organizations that Only Provided Demographic Information

*Four organizations only provided demographic information, thus the total number of organizations surveyed was 75.*

Center for Peacebuilding and Development, American University

International Peace Research Association Foundation

U.S. Global Leadership Coalition

World Peace Foundation, The Fletcher School, Tufts University

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## ABOUT THE ALLIANCE FOR PEACEBUILDING

The Alliance for Peacebuilding (AfP) serves as a thought leader, advocate and institutional home for the peacebuilding field. AfP connects more than seventy organizations, several hundred practitioners, and a network of over 15,000 people, to develop processes for change around the world. AfP's members are active in 153 countries to build sustainable, durable peace in the world's most complex, turbulent areas of conflict.

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